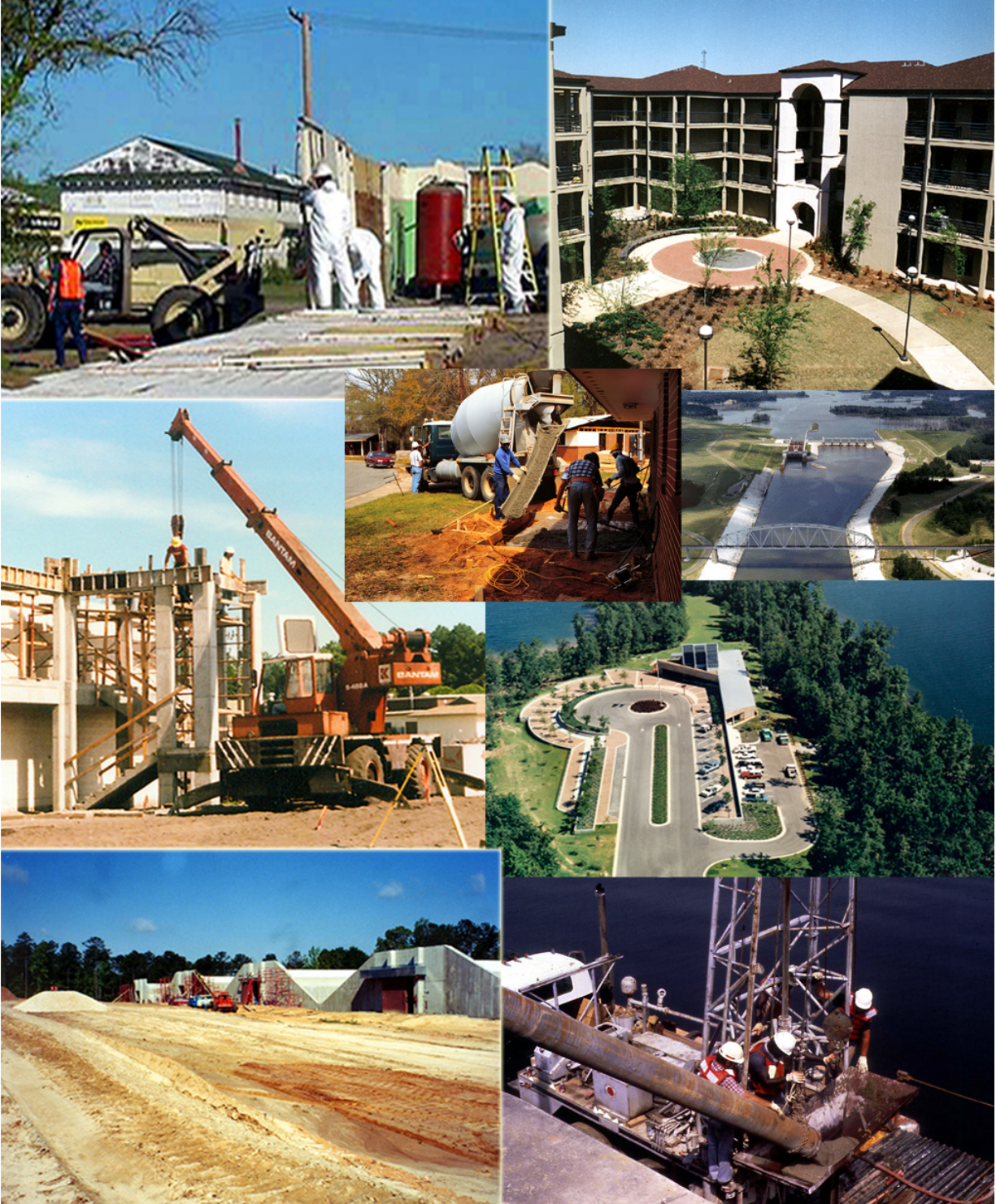




US Army Corps
of Engineers

FY07 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols¹

LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
Other	NA	TAC	TransAtlantic Program Center
		AED	Afghanistan Division
		GRD	Gulf Region Division

¹ Organizations participating in FY07 Survey highlighted

EXECUTIVE SUMMARY

The 13th Annual Military Programs Directorate Customer Satisfaction Survey has been completed. A total of 836 customers participated in the FY07 survey. Army customers comprise the largest proportion of the FY07 sample at 46 percent followed by Air Force (28%), 'Other DoD' (19%) and IIS (7%). Over half (54%) of USACE customers selected construction services as their primary category of services; 17 percent selected environmental services, 14 percent selected real estate, six percent O&M and 11 percent selected 'Other'.

The majority of responses (73% or more) were positive for all eleven general performance questions. The most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 90 percent of respondents and 'Seeks Your Requirements' and 'Quality Product' at 87 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at eight percent and 'Timely Services' at seven percent. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are 'Would be Your Choice for Future Services' and 'Your Overall Level of Customer Satisfaction'. Eighty-four percent indicated the Corps would be their choice in the future while only five percent responded USACE would NOT be their choice for future projects; 11 percent were non-committal. For customers' overall level of satisfaction 86 percent responded positively, 4 percent negatively and 11 percent fell in the mid-range category. The FY07 results are nearly identical to last year's ratings on these two items.

The most highly rated items among the specific services items were 'End-user Satisfaction' at 88 percent, and 'Environmental Compliance' and 'BRAC' at 87 percent each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at eight percent low ratings, and 'Real Estate' and 'Cost Estimating' at seven percent each. 'Timely Construction' has consistently been the lowest rated service over time.

An extremely large proportion of respondents (80%) submitted comments. Of these, 391 (60%) made overall favorable comments; 96 (15%) made negative comments and 157 (24%) customers' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned 'Overall Satisfaction' (154 customers) and 'Compliments to individuals/staff' (229 customers). The two most frequent negative comments concerned 'Timely Service' (82 customers) and 'Reasonable Cost' (68 customers). The number of complaints regarding project closeout problems has dropped. The new issue revealed by customer comments this year was in reference to staffing (Staff turnover/workload).

The analysis comparing customer satisfaction ratings for Air Force, Army, and 'Other' (where 'Other' includes Other DoD and IIS customers) showed ratings among the customer groups were very comparable for most satisfaction indicators. Statistically significant differences in ratings were found for only two services: 'Planning (Charettes,

Master...)' and 'Contracting Services'. In both cases ratings provided by the Army customer group were statistically significantly lower than the 'Other' group. These results typify the findings from previous years clearly demonstrating that subgroup ratings are becoming more homogeneous.

Comparisons of ratings of Construction vs. Environmental vs. 'Other'² customers focused only on those satisfaction indicators that are applicable to all work categories. This analysis includes only the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'. A very clear pattern emerges in these comparisons. Environmental customers were consistently the most satisfied and Construction the least satisfied. These results are consistent with previous years.

Results show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. Ratings for all groups show a decline for FY03 but recovered in FY04 and have been largely increasing through FY07. No evidence of decreasing trends in customer satisfaction is visible in any area. Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which might imply inconsistent delivery of services. Note that this applies only to Air Force and 'Other' customers. Real Estate ratings again dropped for both groups while increasing for Army customers. 'Warranty Support' has been one of the more poorly rated specific service areas since the survey began. This trend began to change in FY03 and to date 'Warranty Support' has shown marked overall improvement. 'Warranty Support' ratings improved for Army and 'Air Force customers but fell slightly for 'Other'. Overall ratings in FY07 are at the highest level since the survey began.

Currently the Military Program Directorate's customers are well satisfied with Corps' services. Costs and timeliness are consistently the two greatest sources of customer dissatisfaction. Measures of relationship dynamics consistently receive the highest ratings. Overall customer satisfaction has steadily increased over time. The proportion of dissatisfied customers continues to shrink over previous years. This is likely due largely to the very strong relationships that exists between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff. It is widely believed that customer loyalty can outweigh other areas of dissatisfaction. From a historical perspective, there appears to be a direct link between the degree of custom focus within an organization and customer satisfaction. Overall FY07 Military Program customer satisfaction attained the highest level since the survey began.

²'Other' customers include Real Estate customers, O&M and those that checked the 'Other' area of service and specified services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and is in accordance with Executive Order 12826 (FY93) which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE decided to continue the customer survey process beyond the requisite 3-year period for Military Program customers.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from CEMP to all Major Subordinate Commands, dated 24 September 2007, contained instructions for administration of the FY07 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 15 November 2007.

All districts were instructed to include all military funded or managed projects in the survey. They were again instructed to include IIS (International and Interagency Support) customers in this year's survey with the exception of EPA Superfund and non-Federal IIS customers. These customer groups are included in separate HQUSACE surveys. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

The CEMP survey is a web-based survey and is posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. The survey is designed with several unique and important features. One of the most useful is the instant notification feature: The moment the customer submits his survey response the district survey manager will receive an Email copy of that response. This serves two purposes. First if the customer has any 'hot button' issues, the district survey manager will know about them immediately and can coordinate a response very quickly. Districts are instructed to have as part of their SOP that when they receive a negative response from a customer, someone from the district will contact that customer personally within

a day or so. It is hoped that this sort of responsiveness will facilitate building or repairing relationships. The instant notification feature also provides the survey manager the opportunity to examine the customer's response for possible errors (e.g. customer selected incorrect district). The Survey data is password protected and offers several reporting features. The survey manager can view or print individual customer responses. He can also generate reports by DoD command or in aggregate. Division survey managers are able to generate summary reports for each district under their command as well as by branch of service.

The standardized Military Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services provided by the district). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits customer comments in each service area. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-34 assess specific services such as engineering design, environmental services, and construction services. The final portion of the survey solicits general customer comments. The survey instrument was modified this year. Two items which are no longer relevant were deleted. These were 'Privatization Support' and 'IS Checkbook Services'. Two new items were added: 'Cost Estimating' and Change Management (Mods etc). Finally one item 'IDIQ Contracts' was replaced with the more general 'Contracting Services'. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:

<https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

§2. RESULTS OF FY07 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 836 customers participated in the FY07 survey. The Corps-wide response rate was 63.8 percent for an estimated sampling error of +/- 2.04 percent. Response rates varied greatly among districts. Of the 30 participating districts only seven had response rates below 50 percent. Response rates for smaller districts (populations < 35) ranged from 25% to 100 percent. Districts serving the largest populations of Military Program customers saw response rates from 34 to 86 percent. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS³ customers. The 'Other DoD' category includes US Navy, US Marine Corps, Joint/Combat Commands, DLA, DODEA, DeCA, MDA, etc. IIS customers include organizations such as DHS, EPA, MCC, DOE, etc.

Army customers comprise the largest proportion of the FY07 sample at 46 percent followed by Air Force (28%), 'Other DoD' (19%) and IIS (7%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (37 customers). The commands specified by the 57 customers who selected 'AF-Other' included AFRC, AFSPC, AFSOC, AFCEE and others. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (53 customers), followed by IMA Northeast (41), and IMA- Southwest (38). The vast majority of FY07 Army customers fell into the 'Army-Other' category. The commands specified by the 144 customers who selected 'Army-Other' consisted of USACE, MEDCOM, USAREC, AEC and many others. There were a total of 22 Marine Corps customers and 31 Navy customers. The 44 Joint/Combat Command customers included those from SOCOM, SOUTHCOM, CENTCOM, ARCENT, and SWA. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, MDA, DeCA and others. To view the complete list of commands specified by customers who selected 'Other' see Appendix B tables B1-B4. A complete listing of specific customer organizations is provided in Appendix B, Table B-6.

³ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services.

Table 1: USACE Customer Groups

<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	230	27.5
Army	387	46.3
DoD Other	158	18.9
IIS	61	7.3
Total	836	100.0

CEMP Customer Groups FY07

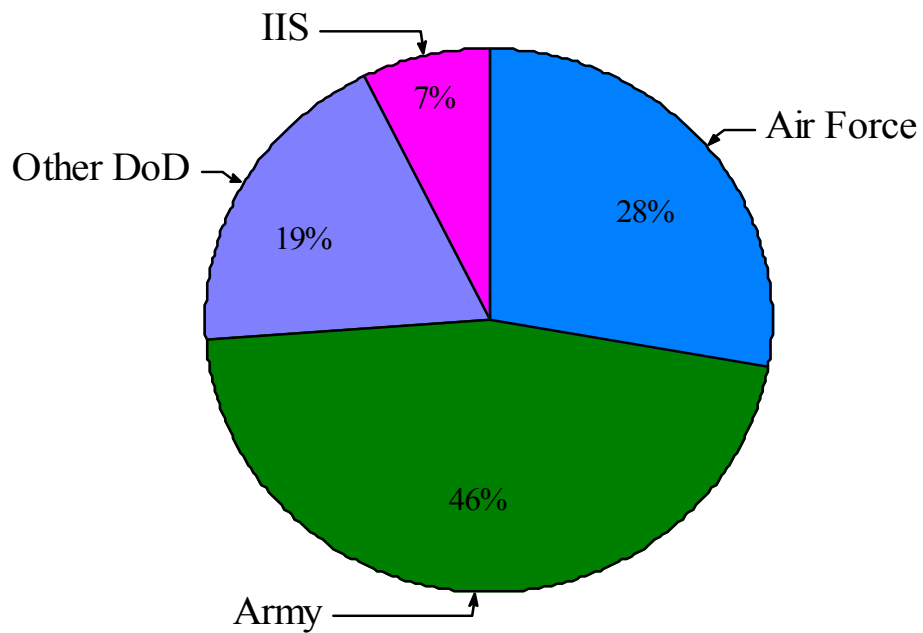


Figure 1. USACE Customer Groups

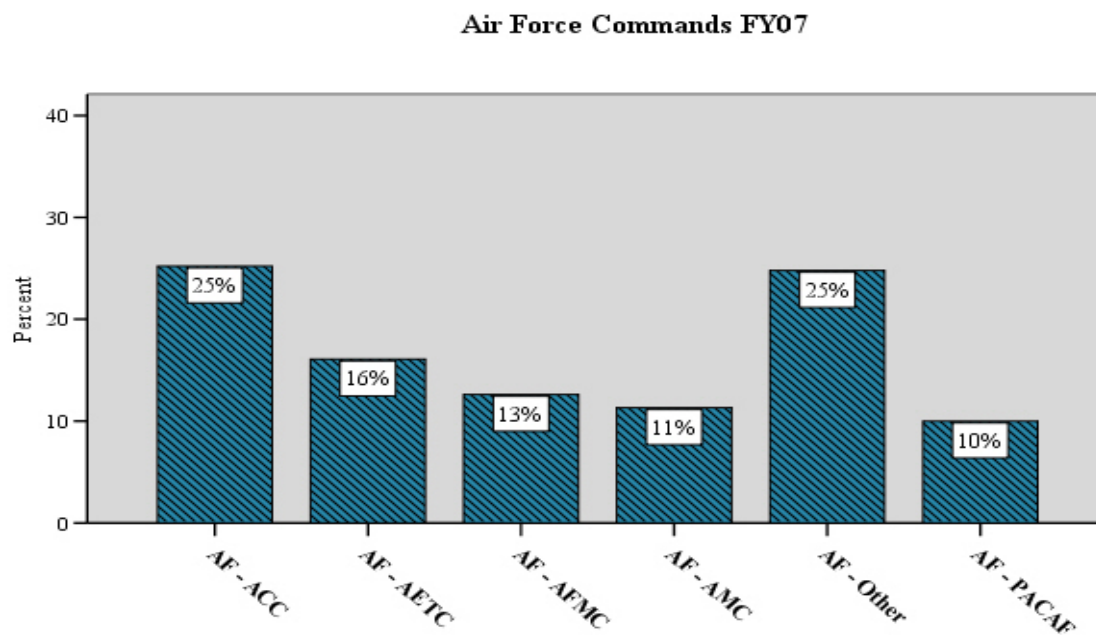


Figure 2. Air Force Commands

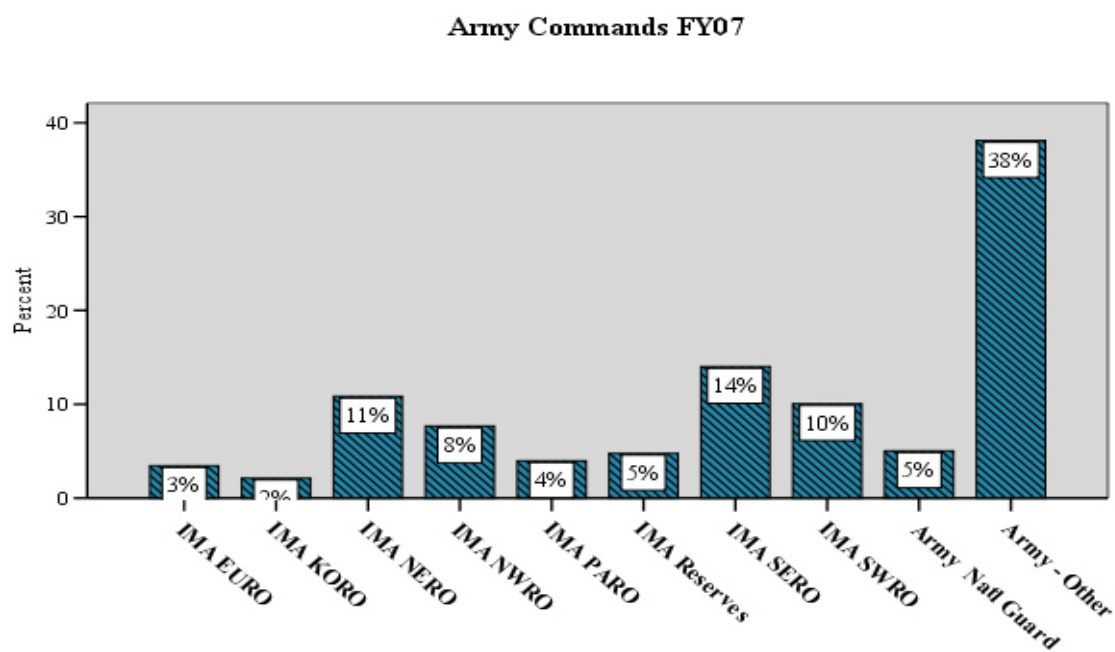


Figure 3: Army Commands

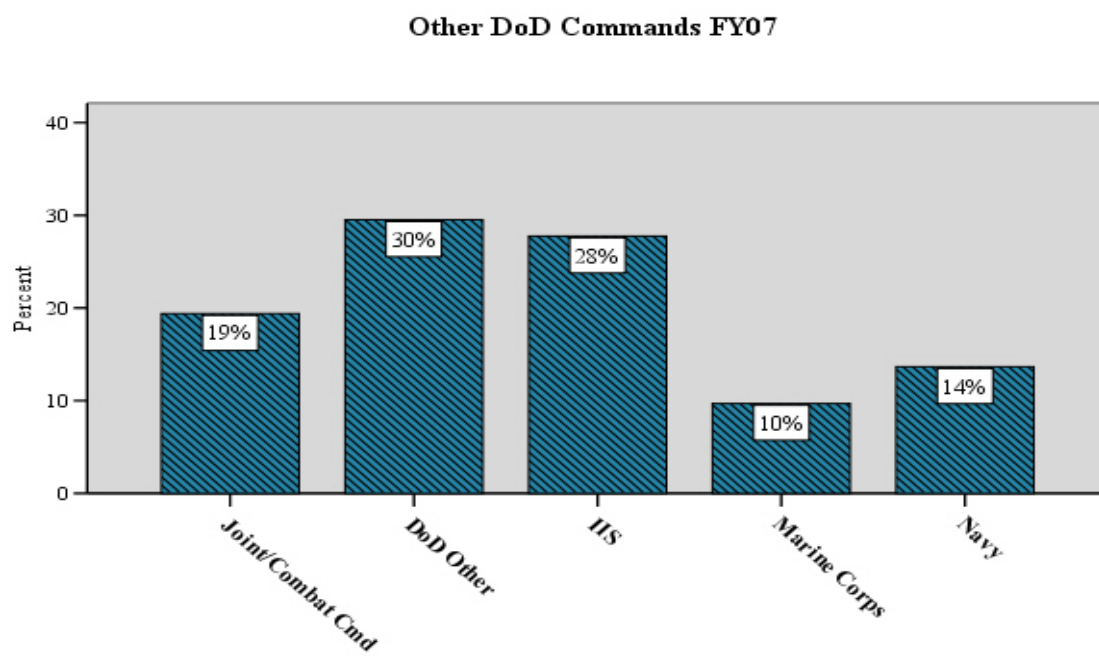


Figure 4: Other DoD Commands

Table 2: DoD Commands

<u>DoD Command</u>	<u>#</u>	<u>%</u>
Unknown	1	0.1
AF - ACC	58	6.9
AF - AETC	37	4.4
AF - AFMC	29	3.5
AF - AMC	26	3.1
AF - Other	57	6.8
AF - PACAF	23	2.8
IMA EURO	13	1.6
IMA KORO	8	1.0
IMA NERO	41	4.9
IMA NWRO	29	3.5
IMA PARO	15	1.8
IMA Reserves	18	2.2
IMA SERO	53	6.3
IMA SWRO	38	4.5
Army Natl Guard	19	2.3
Army - Other	144	17.2
DoD Joint/Combat Cmd	44	5.3
DoD Other	67	8.0
IIS	63	7.5
Marine Corps	22	2.6
Navy	31	3.7
Total	836	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (54%) of USACE customers receive primarily Construction services; 17 percent Environmental services, 14 percent Real Estate, six percent O&M and 11 percent receive ‘Other’ areas of service. Customers that selected the ‘Other’ area of services typically specified a combination of services such as ‘Design and construction’. A number of others specified ‘Project management’, ‘Design’, ‘Planning’ or a specialized service such as timber sales or Reachback services. The complete list of ‘Other’ work categories is found in Appendix B Table B-5.

Table 3: Primary Category of Work

<u>Work Category</u>	<u>#</u>	<u>%</u>
Construction	447	53.5
Environmental	138	16.5
O&M	47	5.6
Real Estate	114	13.6
Other	90	10.8
Total	836	100.0

CEMP Customers by Work Category FY07

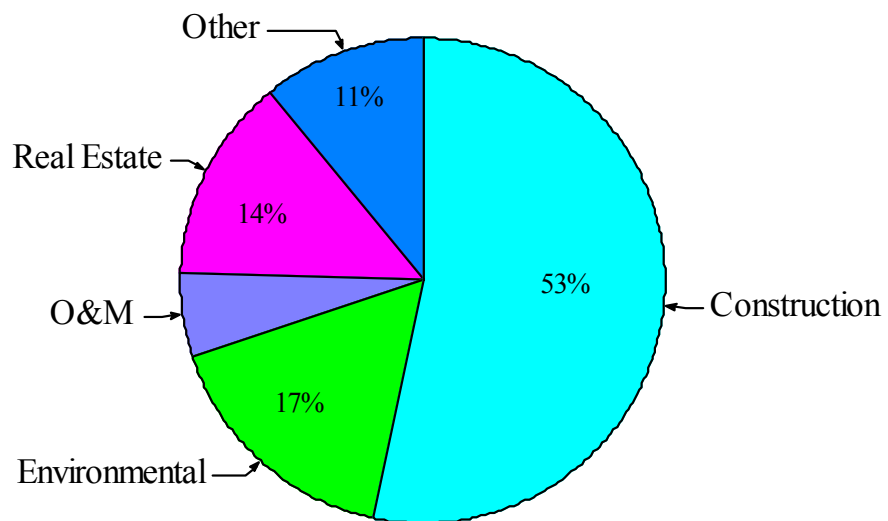


Figure 5: Primary Category of Work

The survey included all Military Districts and TransAtlantic Center. In addition a very small number of customers from Civil Works Districts were included in the FY07 survey. These districts work within ten Corps Divisions. The three Gulf Region Division districts were again treated as a singular unit. The greatest proportion of responses was received from customers served by South Atlantic and North West Divisions (22% and 20% respectively). Mobile, Omaha, Savannah and Seattle Districts had the greatest number of valid responses.

Table 4: Corps Divisions

<u>Division</u>	<u>#</u>	<u>%</u>
AED	7	0.8
GRD	5	0.6
LRD	26	3.1
MVD	17	2.0
NAD	151	18.1
NWD	170	20.3
POD	99	11.8
SAD	183	21.9
SPD	79	9.4
SWD	61	7.3
TAC ⁴	38	4.5
Total	836	100.0

⁴ TAC is not technically a division but is shown in this table for completeness.

Table 5: Corps Districts

<u>District</u>	<u>#</u>	<u>%</u>
AED	7	0.8
GRD	5	0.6
LRL	26	3.1
MVP	5	0.6
MVR	8	1.0
MVS	4	0.5
NAB	48	5.7
NAE	3	0.4
NAN	17	2.0
NAO	34	4.1
NAP	16	1.9
NAU	33	3.9
NWK	15	1.8
NWO	83	9.9
NWS	72	8.6
POA	30	3.6
POF	23	2.8
POH	18	2.2
POJ	28	3.3
SAJ	2	0.2
SAM	106	12.7
SAS	74	8.9
SAW	1	0.1
SPA	24	2.9
SPK	33	3.9
SPL	22	2.6
SWF	28	3.3
SWL	4	0.5
SWT	29	3.5
TAC	38	4.5
Total	836	100.0

§2.2 GENERAL SATISFACTION ITEMS

All general satisfaction items received a mean score of 3.98 or higher. For purposes of the following discussion, response categories ‘1’ (‘Very Low’) and ‘2’ (‘Low’) will be collapsed together and referred to as the ‘Low’ category representing negative responses. Similarly, categories ‘4’ (‘High’) and ‘5’ (‘Very High’) will be collapsed and designated the ‘High’ category, representing positive responses. A score of ‘3’ may be interpreted as mid-range, average or noncommittal. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁵. The majority of responses (73 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year’s survey were ‘Treats You as a Team Member’ rated positively by 90 percent of respondents and ‘Seeks Your Requirements’ and ‘Provides a Quality Product’ at 87 percent high ratings each. The items that elicited the greatest proportion of low ratings were ‘Reasonable Costs’ at 8 percent and ‘Timely Services’ at 7 percent.

Two of the more critical items in the survey as ‘bottom line’ indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 84 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, only 5 percent responded USACE would NOT be their choice for future projects and 11 percent were non-committal. For customers' overall level of satisfaction, 86 percent responded positively, 4 percent negatively and 11 percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. Detailed responses to these indicators (before collapsing categories) are displayed in Table C-1 of Appendix C so extreme responses can be identified (‘Very Low’ or ‘Very High’).

⁵ If customers select NA or fail to rate an item, the number of valid responses will be less than 836.

Table 6: General Satisfaction Items

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	19	2.3	90	11.0	712	86.7	821	100.0
S2 Manages Effectively	42	5.1	87	10.6	688	84.2	817	100.0
S3 Treats You as a Team Member	25	3.0	57	6.9	744	90.1	826	100.0
S4 Resolves Your Concerns	36	4.3	79	9.5	715	86.1	830	100.0
S5 Timely Service	56	6.8	118	14.3	653	79.0	827	100.0
S6 Quality Product	22	2.7	82	10.1	711	87.2	815	100.0
S7 Reasonable Costs	61	7.7	157	19.7	578	72.6	796	100.0
S8 Displays Flexibility	33	4.0	79	9.6	714	86.4	826	100.0
S9 Keeps You Informed	44	5.3	87	10.5	696	84.2	827	100.0
S10 Your Future Choice	39	4.8	92	11.4	679	83.8	810	100.0
S11 Overall Satisfaction	33	4.0	87	10.5	710	85.5	830	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a mean score of 8.3 or higher.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 41 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 21 percent on Item 18: 'Project Management Services' to a high of 73 percent on Item 16: 'BRAC'.

The proportion of high ratings for the specific services items ranged from 75 to 88 percent. The most highly rated items were 'End-user Satisfaction' at 88 percent, and 'Environmental Compliance' and 'BRAC' at 87 percent each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at eight percent low ratings, and 'Real Estate' and 'Cost Estimating' at seven percent each. 'Timely Construction' has consistently been the lowest rated service over time. Detailed

responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C so extreme responses can be identified (Very Low or Very High).

Table 7: Specific Services Items

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master..)	16	3.1	56	10.7	452	86.3	524	100.0
S13 Investigations/Inspections	10	2.8	43	12.1	302	85.1	355	100.0
S14 Environmental Studies	8	2.3	41	11.8	298	85.9	347	100.0
S15 Environmental Compliance	13	4.0	28	8.7	282	87.3	323	100.0
S16 BRAC	10	4.4	19	8.3	200	87.3	229	100.0
S17 Real Estate	24	7.1	48	14.3	264	78.6	336	100.0
S18 Project Management	28	4.2	75	11.3	558	84.4	661	100.0
S19 On-Site Project Mgmt	23	4.2	74	13.5	452	82.3	549	100.0
S20 Project Documents (1391s, 1354s..)	15	3.0	82	16.5	401	80.5	498	100.0
S21 Funds Management	28	4.7	91	15.1	482	80.2	601	100.0
S22 Cost Estimating	47	7.3	123	19.2	470	73.4	640	100.0
S23 Change Mgmt (Mods etc)	29	4.8	99	16.4	475	78.8	603	100.0
S24 Contracting Services	27	4.2	84	13.0	533	82.8	644	100.0
S25 AE Services	17	3.4	66	13.1	422	83.6	505	100.0
S26 Engineering Design	24	4.6	77	14.9	416	80.5	517	100.0
S27 Construction Quality	13	2.6	57	11.3	436	86.2	506	100.0
S28 Timely Construction	42	8.1	87	16.7	391	75.2	520	100.0
S29 Construction Turnover	13	2.9	68	14.9	375	82.2	456	100.0
S30 Warranty Support	17	4.1	76	18.2	324	77.7	417	100.0
S31 End-user Satisfaction	8	1.6	52	10.2	448	88.2	508	100.0
S32 Maintainability of Construction	9	2.0	57	12.5	390	85.5	456	100.0
S33 Value of S & R	18	3.0	74	12.4	504	84.6	596	100.0
S34 Value of S & A	14	2.6	67	12.3	463	85.1	544	100.0

Green: Highest Rated

Red: Lowest Rated

§2.4 CUSTOMER COMMENTS

The survey instrument includes a blank ‘explanation’ field for each item. Customers could use this field to explain any of their ratings but were specifically asked to explain any low ratings (below 3). Customers could also provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don’t take the time to provide a comment.

A total of 654 customers (80%) submitted comments. Of these, 391 (60%) made overall favorable comments, 96 (15%) made negative comments and 157 (24%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (10 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item which received the greatest number of positive comments was ‘Overall Satisfaction’ (154 customers). The area of service that received the next highest number of positive comments was ‘Keeps You Informed’ (80 customers). As in previous years, there were a large number of positive comments about ‘On-site Project Management’ (70 customers). Finally 65 customers provided positive comments on ‘Seeks Your Requirements’.

The two items receiving the largest number of negative comments were ‘Timely Service’ (82 customers) and ‘Reasonable Cost’ (68 customers). The other areas of services that received a large number of negative comments were ‘Cost Estimating’ (54 customers), ‘Change Management (45 customers) and ‘Engineering Design (41 customers).

In the General Comments portion of the survey the most frequent comment was ‘Compliments to individuals/staff’ (229 customers). This outcome is seen year after year. The numerous compliments to Corps staff is particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

Unlike last year a large number of general comments addressed ‘lack of staff continuity/staff overloaded’ (31 customers). The next most frequent General Comments concerned ‘Meeting project schedule’ (15 customers) and ‘Meeting customer Requirements’ (13). Fortunately the number of complaints regarding project closeout problems (completions of 1354s and resolution of punch-list items) has decreased by more than half as compared to last FY from 27 last year to 11 this year. A summary of all comments is shown below. Note that the total number of comments exceeds 674 as most customers mentioned several issues.

Table 8: Summary of Customer Comments

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	65	25	90
S2 Manages Effectively	60	52	112
S3 Treats You as a Team Member	68	30	98
S4 Resolves Your Concerns	64	49	113
S5 Timely Service	58	82	140
S6 Quality Product	52	39	91
S7 Reasonable Cost	24	68	92
S8 Displays Flexibility	54	31	85
S9 Keeps You Informed	80	51	131
S10 Your Choice for Future Work	52	49	101
S11 Overall Satisfaction	154	22	176
S12 Planning (Charettes, Master..)	41	19	60
S13 Investigations/Inspections	15	8	23
S14 Environmental Studies	11	12	23
S15 Environmental Compliance	14	8	22
S16 BRAC	20	6	26
S17 Real Estate	38	33	71
S18 Project Management	65	26	91
S19 On-Site Project Mgmt	70	36	106
S20 Project Documents (1391s, 1354s..)	27	20	47
S21 Funds Management	20	34	54
S22 Cost Estimating	19	55	74
S23 Change Mgmt (Mods etc)	25	45	70
S24 Contracting Services	41	36	77
S25 AE Services	23	28	51
S26 Engineering Design	28	41	69
S27 Construction Quality	27	21	48
S28 Timely Construction	33	39	72
S29 Construction Turnover	14	14	28
S30 Warranty Support	16	24	40
S31 End-user Satisfaction	27	15	42
S32 Maintainability of Construction	10	11	21
S33 Value of S & R	19	23	42
S34 Value of S & A	15	13	28

<u>General Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Comments re: Staff/Individuals	229	10	239
Customer Focus	39	8	47
Meeting Customer Requirements	30	13	43
Meeting Schedule	21	15	36
Relationship	26	6	32
Responsiveness	21	9	30
Professionalism	25	4	29
Staff Continuity	10	18	28
Partnership	26	2	28
Environmental Services	16	6	22
Communication	10	9	19
Project Closeout	4	11	15
QA/QC	10	5	15
Staff Overloaded/ Project Understaffed	2	13	15
Upper Mgmt Support	11	4	15
Control/Oversight of AE	1	12	13
Meet Budget	8	4	12
Accountability - AE	3	9	12
COE Critical to Customer Mission	11	1	12
Improvement in Service	9	2	11
Year-end work	9	3	12
Impacts due to COE Policy/Org	0	9	9
SOW/Bid Package	3	6	9
Technical Knowledge / Expertise	8	1	9
Proactive	7	1	8
Innovative	6	1	7
District to District Coordination	0	7	7
Accountability - COE	0	5	5
Military Transformation	0	5	5
Frequency of Site Visits	0	5	5
OH Charges	0	5	5
Value for \$	4	2	6
Fuel Systems Projects	5	0	5
Construction Support	4	1	5
Customer Survey	3	1	4
Design-Builds	2	2	4
Financial Info/Reporting	0	4	4
AE/District Capacity	0	4	4

<u>General Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
O&M Services	1	2	3
Lessons Learned	3	0	3
SBA/8A Contract Services	1	2	3
Security features	1	2	3
Status Reports	2	1	3
Small project work	1	1	2
Legal Services	2		2
JOC	2	0	2
Forestry Services	2	0	2
FUDS Program	2	0	2
MEDCOM Support	2	0	2
CREST	1	1	2
Roof Construction	0	1	1
Mini POCA Contract	1	0	1
IDIQ Contracts	0	1	1
MATOC	1	0	1
'One Door to Corps'	1	0	1
RCI	1	0	1
MMRP Program	1	0	1
Janitorial Services	0	1	1
Transition between FY	0	1	1
IRP Projects	0	1	1
Impact of COE Security Measures	0	1	1
MOU effectiveness	0	1	1
IT Support	0	1	1
Special Ops Projects	0	1	1
AEC Strategic Contracting Initiative	0	1	1
Area Sr Engineer Conference	1	0	1
Vetting Hired Foreign Nationals	0	1	1
EM Post Hurricane Responsiveness	1	0	1
Community Relations	1	0	1
Recordkeeping / Documentation	0	1	1
Reachback Support	1	0	1
RS Means Based IDCs	0	1	1
Drainage Issue	0	1	1

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. ‘Other’) and primary work category (Construction vs. Environmental vs. ‘Other’).

§3.1 Ratings by Customer Group

The first analysis compares customer satisfaction ratings for Air Force, Army, and ‘Other’ where ‘Other’ includes Other DoD and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for almost all satisfaction indicators. Statistically significant differences in ratings were found for only two services: ‘Planning (Charettes, Master...)’ and ‘Contracting Services’. In both cases ratings provided by the Army customer group were statistically significantly lower than the ‘Other’ group. These results typify the findings from previous years clearly demonstrating that ratings are becoming more homogeneous among major customer groups. A detailed table presenting mean Air Force, Army, and ‘Other’ item scores and sample sizes is located in Appendix Table C-3.

Table 9: Summary of Ratings by Customer Group FY07

<u>Item</u>	<u>Statistically Significant Differences</u>
S12 Planning (Charettes, Master ...)	Army > Other
S24 Contracting Services	Army > Other

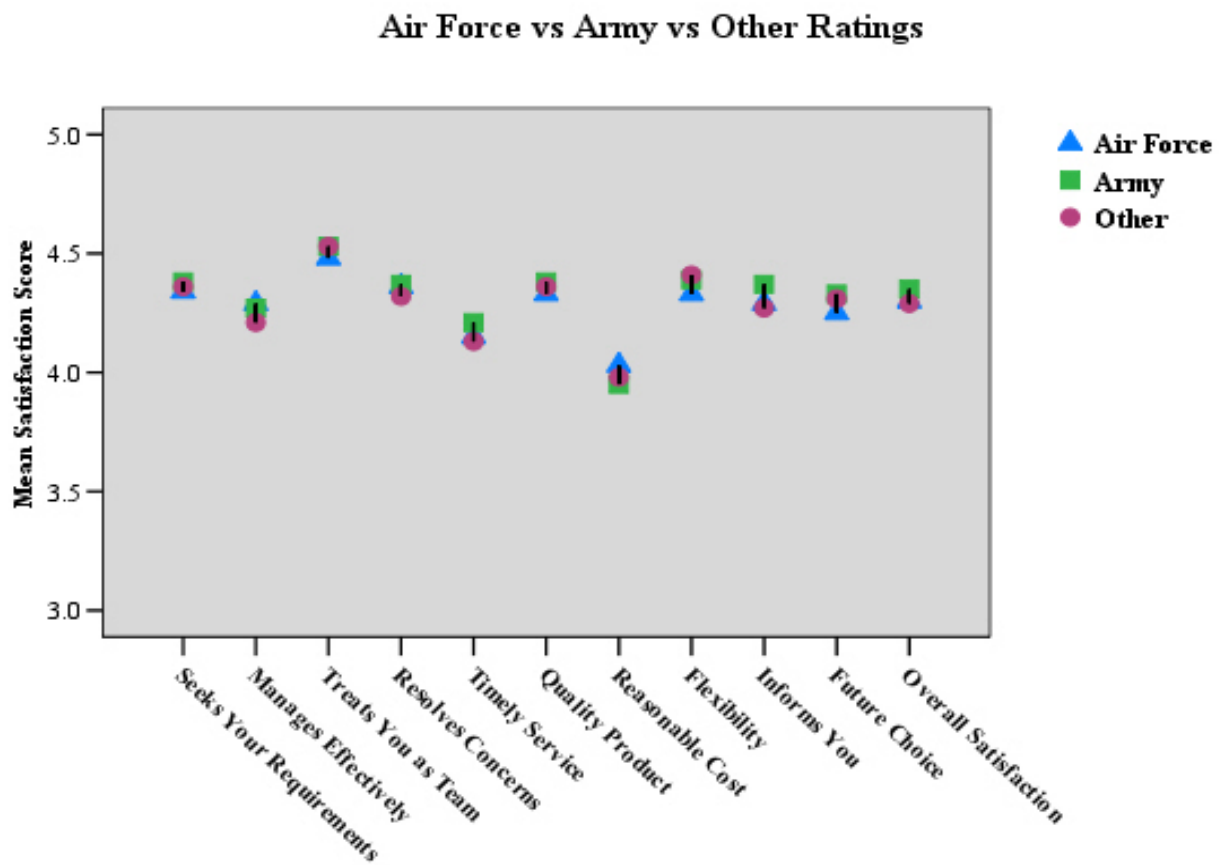
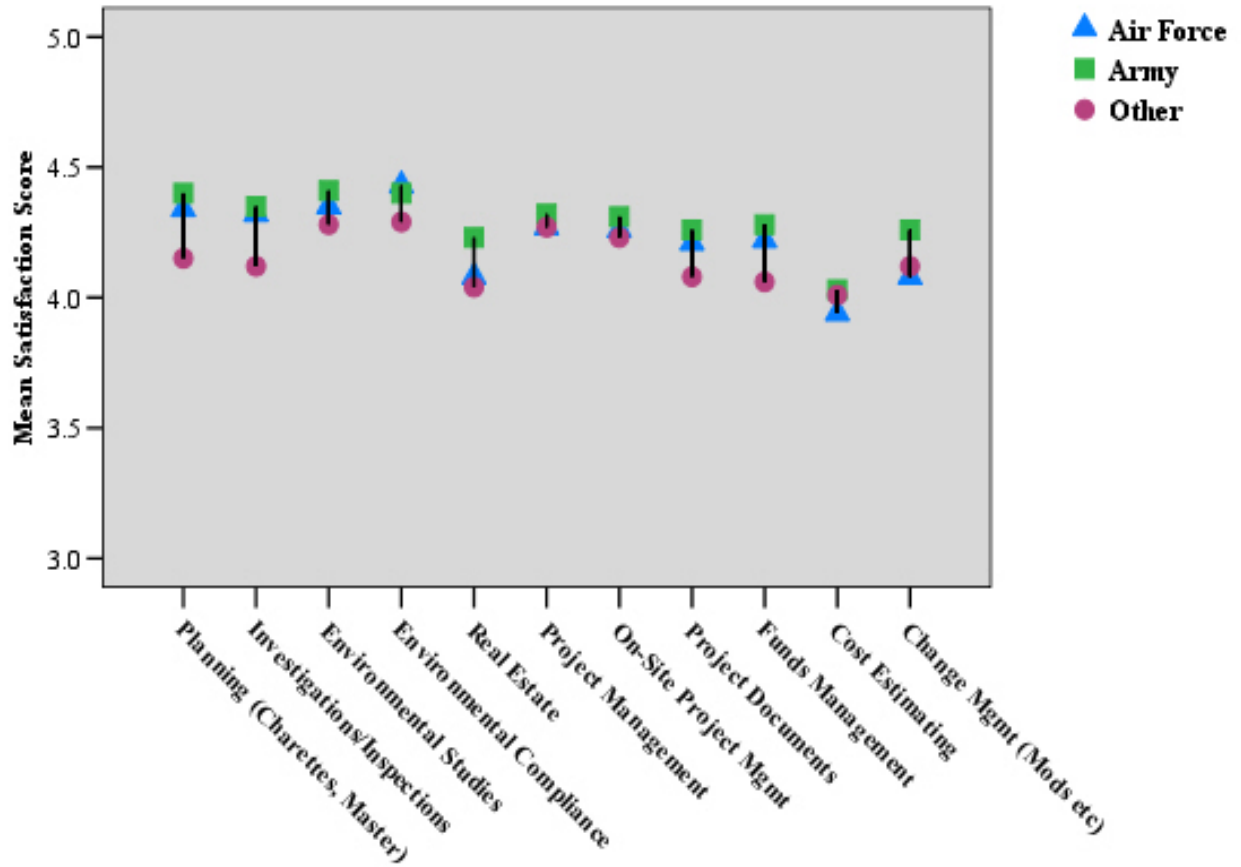
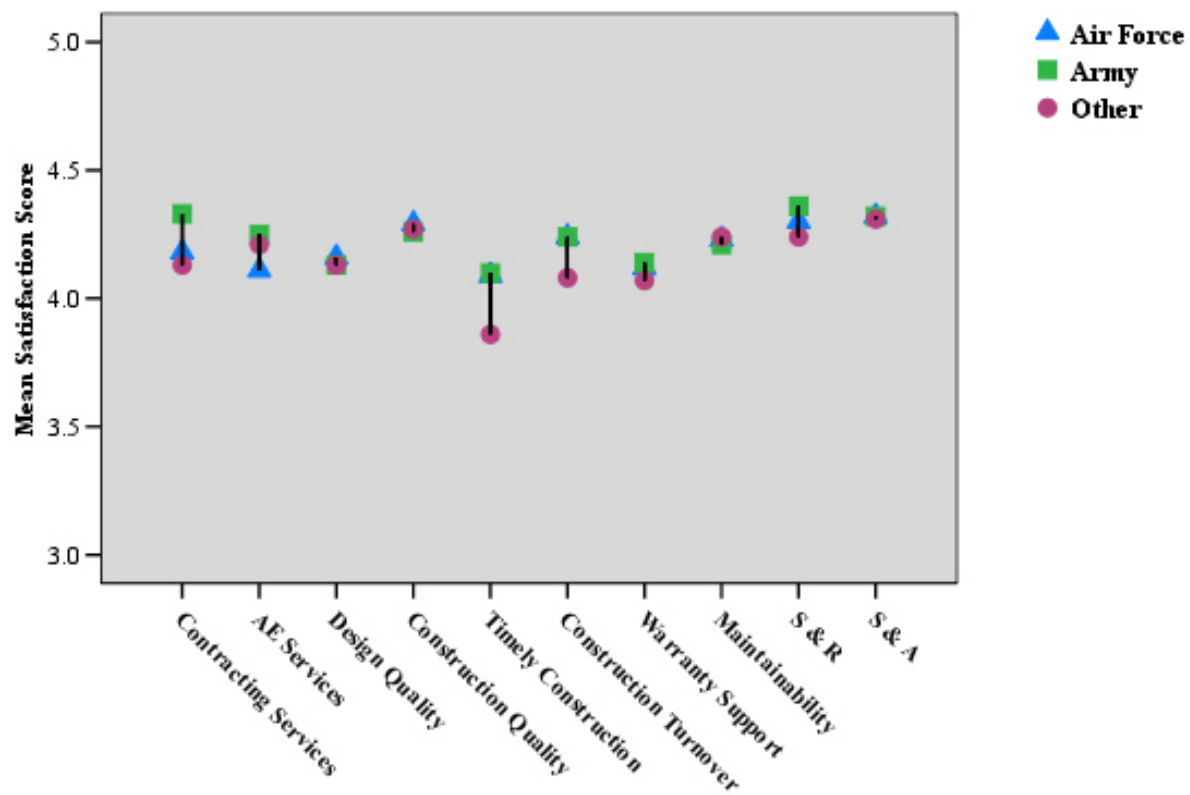


Figure 6: Ratings by Customer Group

Air Force vs Army vs Other Ratings



Air Force vs Army vs Other Ratings



3.2 Ratings by Primary Category of Work

Comparisons of ratings of Construction vs. Environmental vs. ‘Other’⁶ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: ‘Project Management’, ‘Project Documents’, ‘Funds Management’, ‘Cost Estimating’, ‘Change Management’, ‘Contracting Services’, and ‘A/E Contracts’. A very clear pattern emerges in these comparisons and is illustrated in the graphs below. Environmental customers were consistently the most satisfied and Construction the least satisfied. Additionally these differences were large enough to be statistically significant at $\alpha = .05$ for over half of the satisfaction indicators examined. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In two areas ‘Other’ customer ratings were significantly higher than Construction. These results are completely consistent with previous years. Recall that Construction customers comprise 54 percent of the customer base, Environmental 17 percent and ‘Other’ 30 percent. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

Table 10: Summary of Ratings by Work Category FY07

Item	Statistically Significant Differences
S2 Manages Effectively	Environmental > Construction, Other
S4 Resolves Your Concerns	Environmental > Construction
S5 Timely Service	Environmental > Construction
S7 Reasonable Cost	Environmental > Construction, Other
S11 Overall Satisfaction	Environmental > Construction
S18 Project Management	Environmental > Construction
S21 Funds Management	Environmental > Construction, Other
S22 Cost Estimating	Environmental > Construction, Other
S23 Change Mgmt (Mods etc)	Environmental, Other > Construction
S25 A/E Services	Environmental, Other > Construction

⁶ ‘Other’ customers include Real Estate customers, O&M and those that checked the ‘Other’ area of service and specified services such as ‘Project management’, ‘Design’, ‘Planning’ or a combination of the listed service areas.

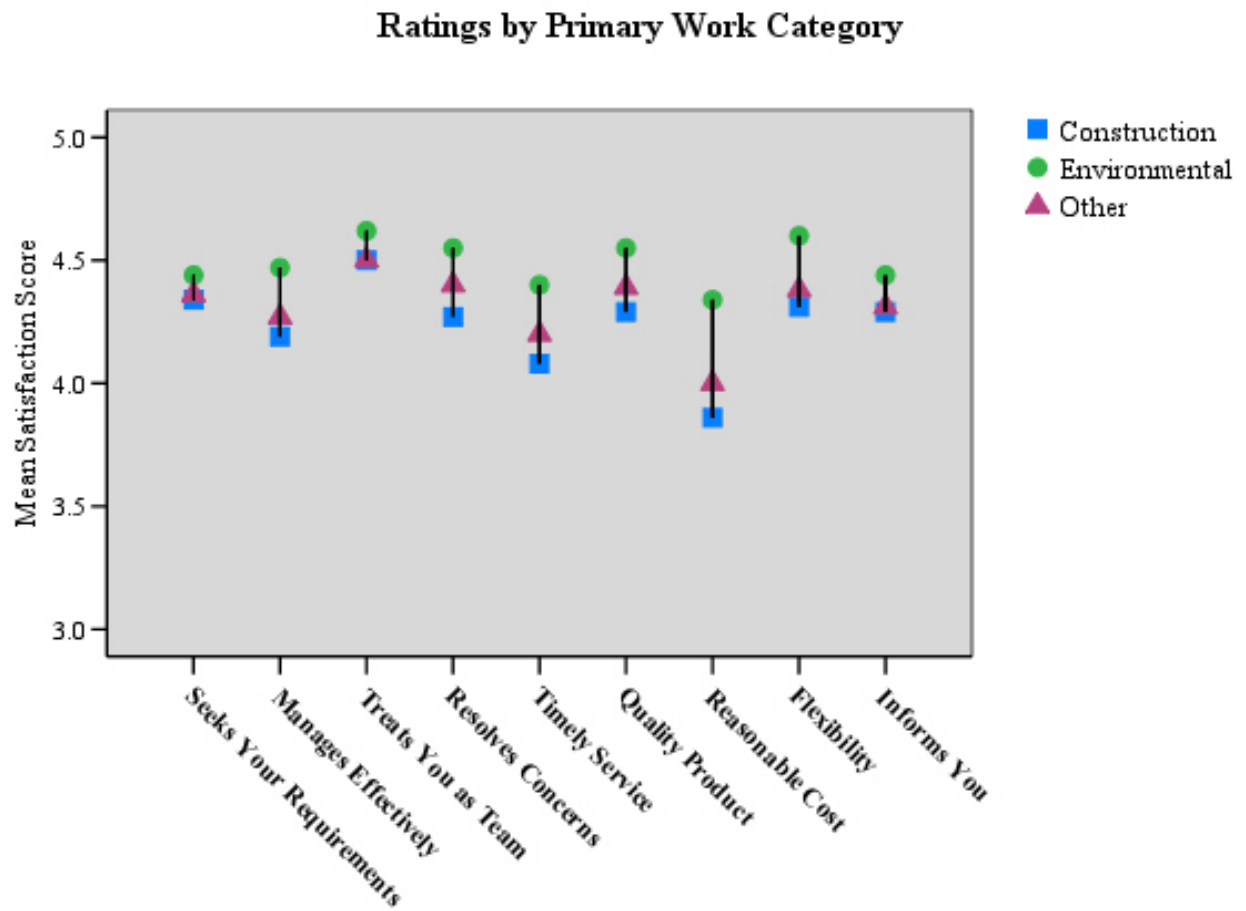
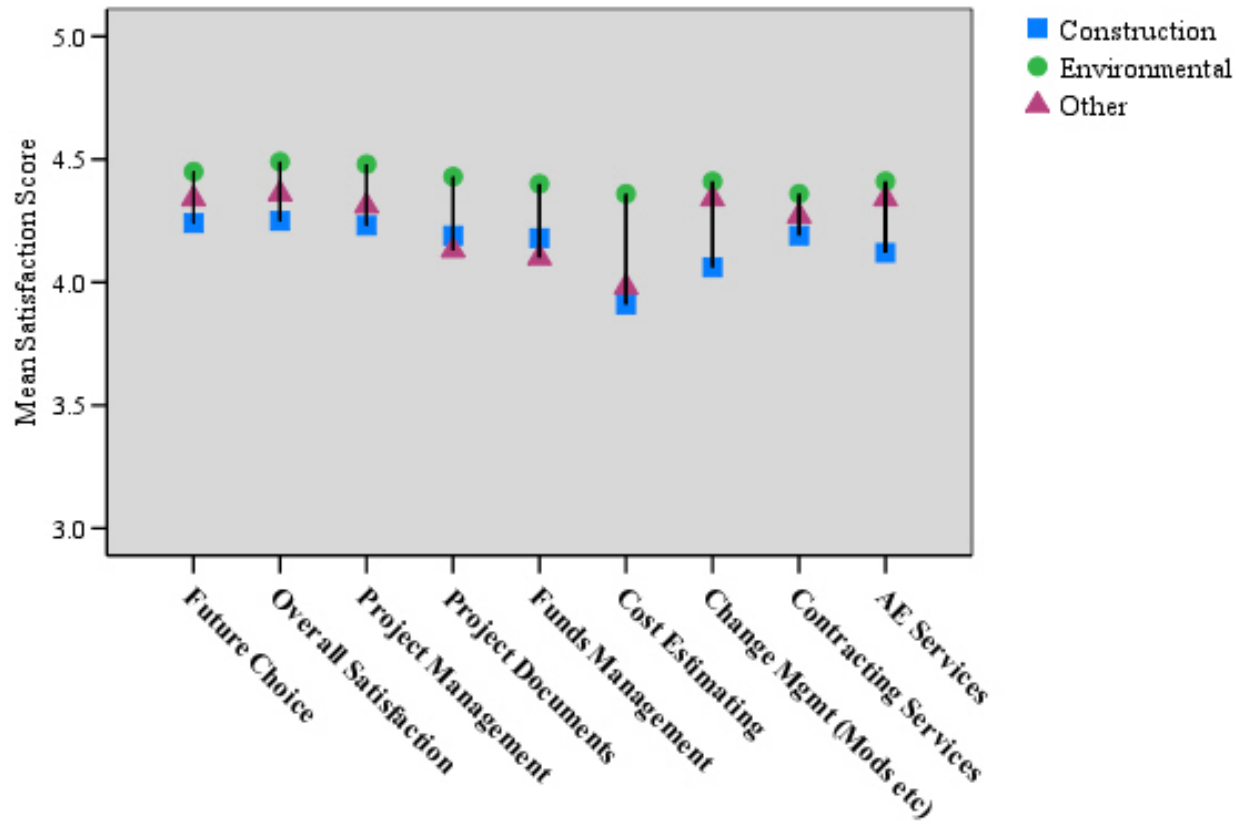


Figure 7: Ratings by Category of Work

Ratings by Primary Work Category



3.3 Ten-Year Trends by Customer Group

The Corps Military Customer Satisfaction Survey has been administered for a total of thirteen years. The following analysis tracks the past ten years in customers' assessment data. The analysis juxtaposes the trends in Air Force, Army and 'Other' customer ratings over time. The 'Other' group represents IIS and 'Other DoD' responses combined. This analysis summarizes up to 1,993 Air Force customer responses, 3,144 Army and 1,479 'Other' responses. The number of surveys received by customer group by year is displayed below. The numbers of actual valid responses vary by item. Additional demographic information, such as the number of responses by Division and District by year, is shown in Appendix C, Tables C-5 and C-6.

Table 11: Number of Responses by Customer Group & Survey Year

Survey Yr	Air Force	Army	Other	Total
FY98	193	347	155	695
FY99	189	414	142	745
FY00	185	305	101	591
FY01	204	228	85	517
FY02	190	251	130	571
FY03	179	249	136	564
FY04	194	261	171	626
FY05	212	334	149	695
FY06	217	368	191	776
FY07	230	387	219	836
Total	1993	3144	1479	6616

Results show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1998. Ratings for all groups show a decline for FY03 but recovered in FY04 and have been largely increasing through FY07. No evidence of decreasing trends in customer satisfaction is visible in any area. Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which might imply inconsistent delivery of services. Note that this applies only to Air Force and 'Other' customers. Real Estate ratings again dropped for both groups while increasing for Army customers. 'Warranty Support' has been one of the more poorly rated specific service areas since the survey began. This trend began to change in FY03

and to date Warranty Support has shown marked overall improvement. 'Warranty Support' ratings improved for Army and 'Air Force customers but fell slightly for 'Other'. Overall ratings in FY07 are at the highest level since the survey began.

An unusual pattern has existed for Air Force customers until FY06. Air Force ratings had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles from FY97 thru FY05. It was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. In fact, in FY06 Air Force customer satisfaction was at its highest level since 1997 and is relatively unchanged in FY07. One very positive outcome this year is that there was a notable increase in ratings of Timely Construction. Air Force ratings in this area exceeded 4.0 for the first time since the survey began. The only area of decreased satisfaction is Real Estate.

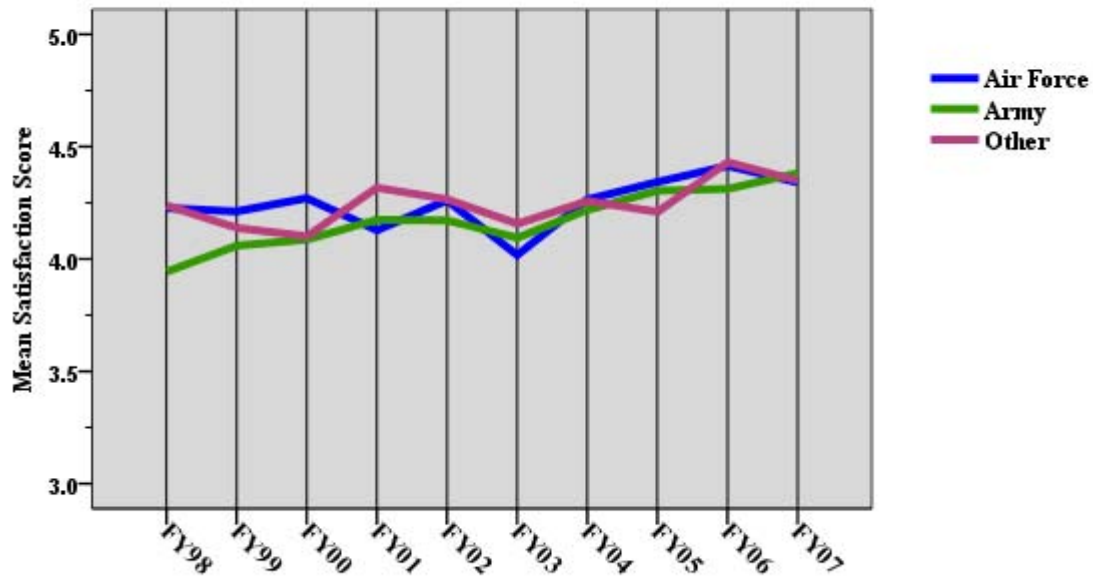
Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers. In FY07 ratings for Army customers attained the highest level of satisfaction in all areas since the survey began. In fact ratings exceeded 4.0 in Engineering Design, Timely Construction & Warranty Support for the first time since FY97. Furthermore there were no areas of decreasing ratings. In summary, although Army customers began as the least satisfied customer group, they have slowly but steadily become very satisfied with Corps services.

There have always been more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. In FY07 there we see slight declines or no change in 'Other' customer ratings compared to last year. For example there is a drop in ratings in Planning Support, Investigations/Inspections and Project Documents. In addition there was a fairly significant decline in Timely Construction ratings. However, no conclusions should be drawn until sustained declines are indicated.

Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the three customer groups separately. These graphs are available on the CEMP Homepage <http://www.hq.usace.army.mil/cemp/index.htm> Simply 'CTRL-Click' or copy and paste this link into your web browser. Select the link labeled 'FY07 Trend Charts' or you may contact the author of this report for assistance.

General Satisfaction Items

S1: Seeks Your Requirements



S2: Manages Effectively

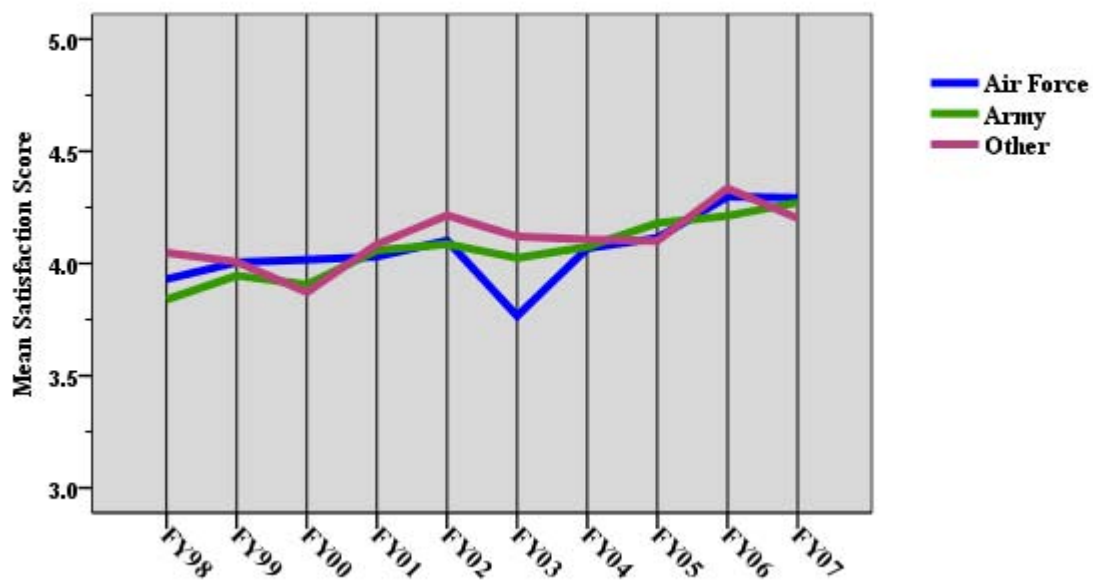
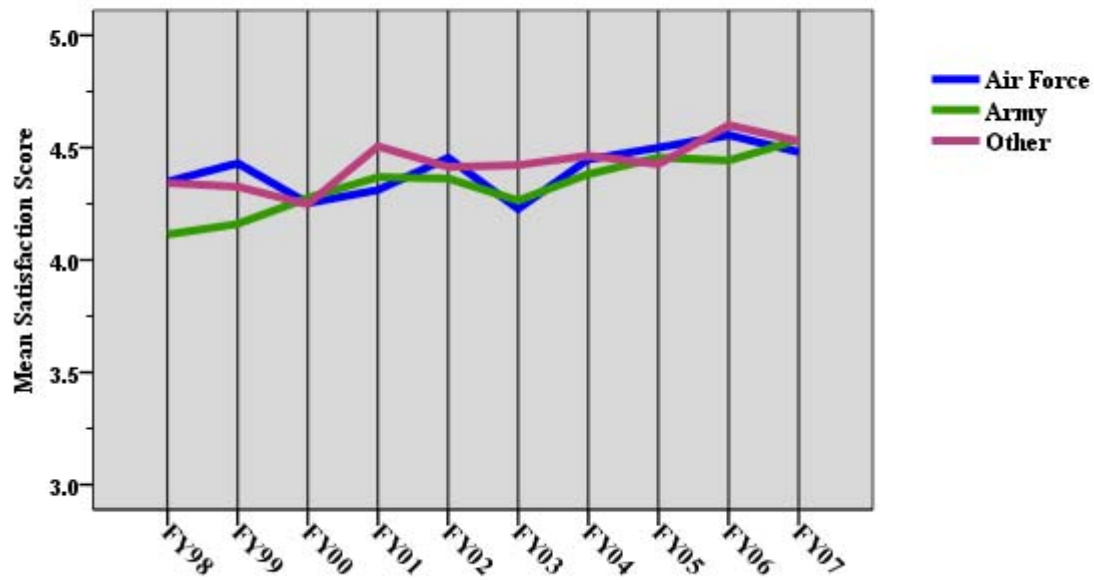
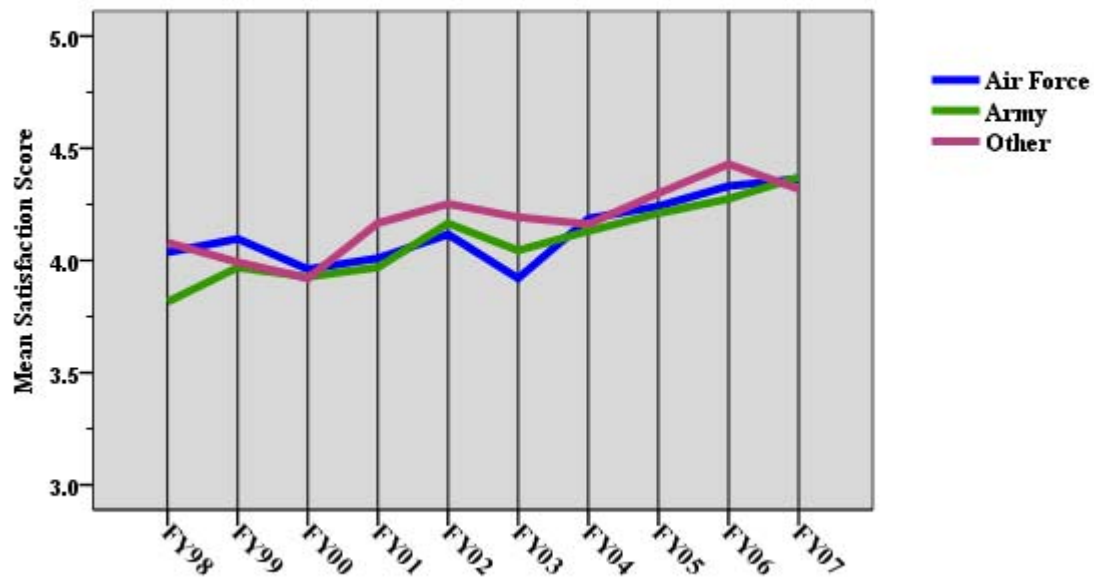


Figure 8: Trends by Customer Group

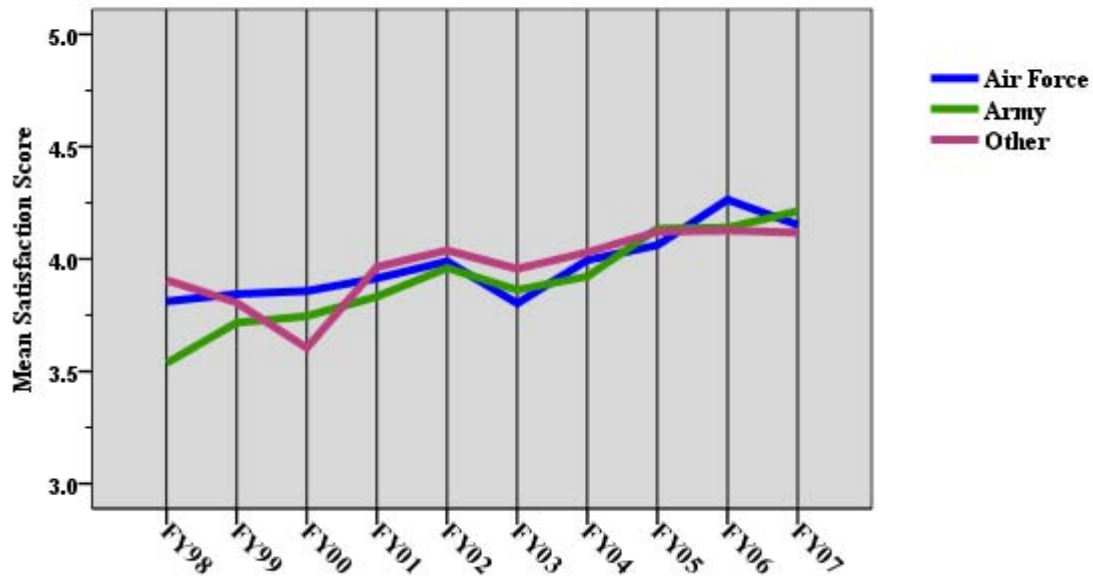
S3: Treats You as Team Member



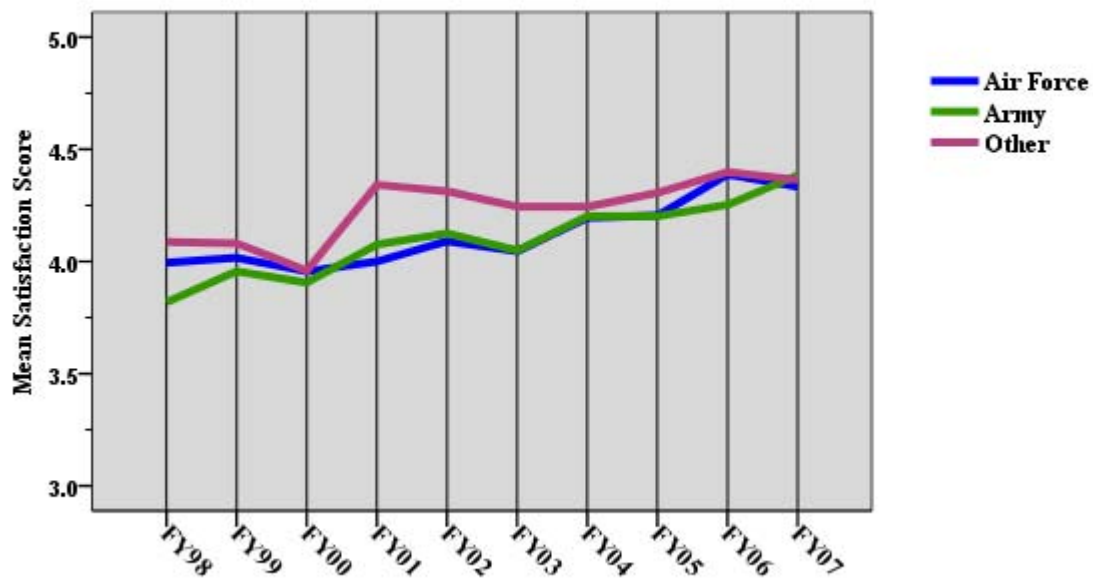
S4: Resolves Your Concerns



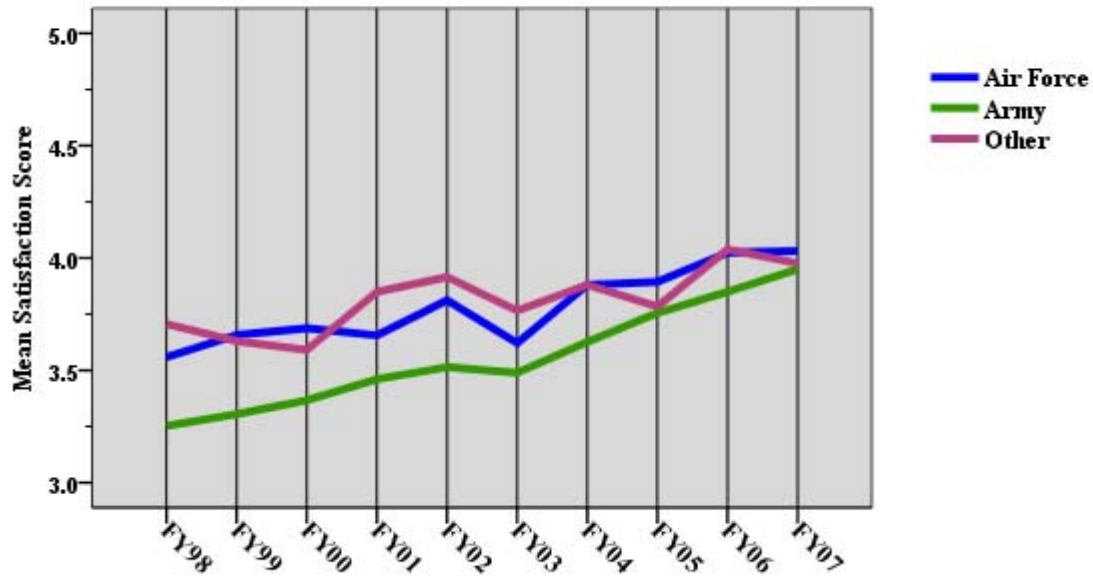
S5: Provides Timely Services



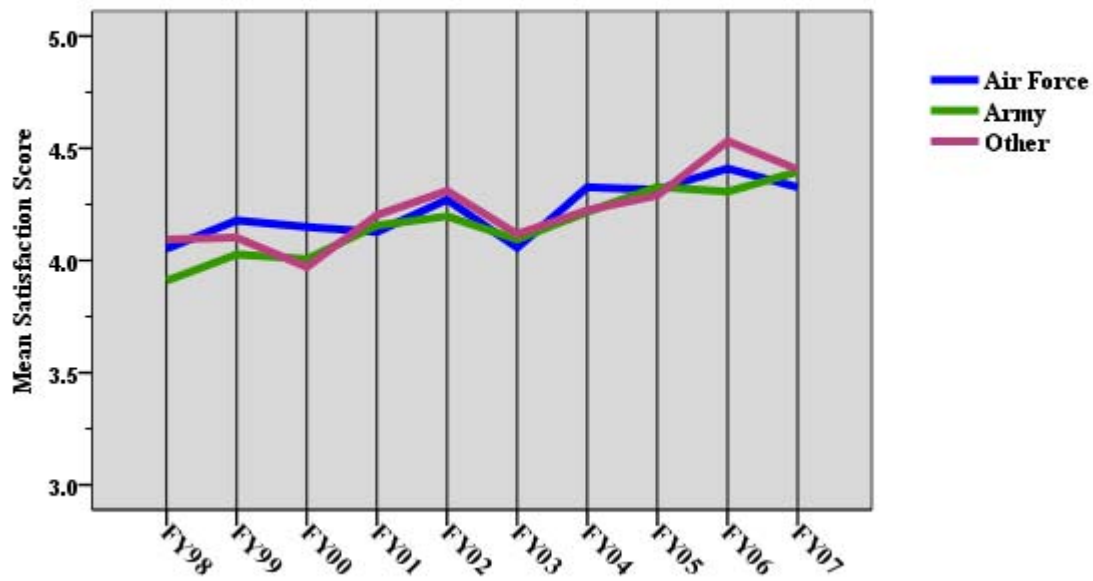
S6: Delivers Quality Products



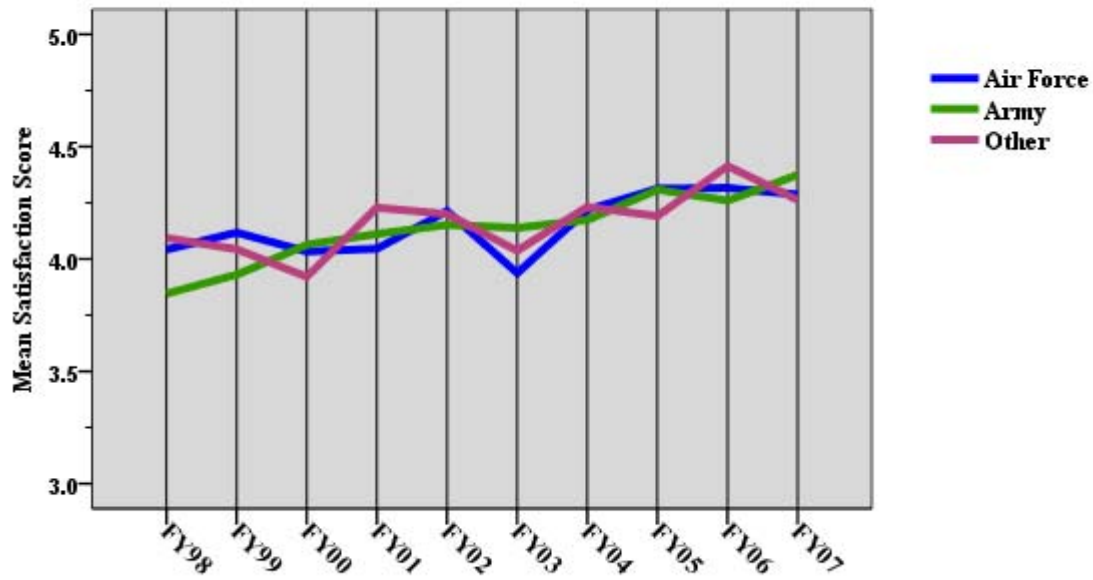
S7: Products at Reasonable Cost



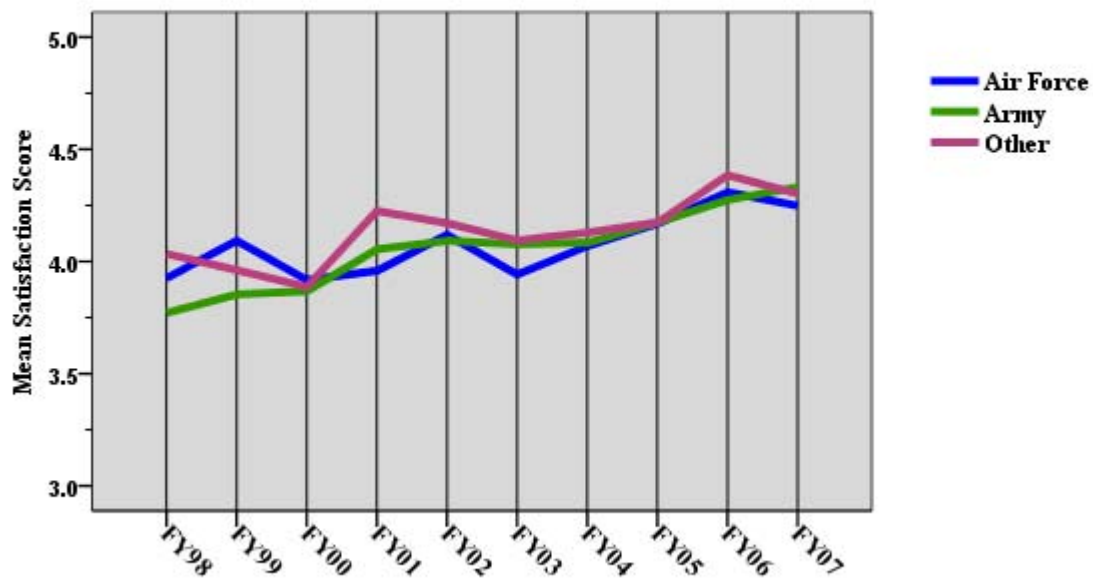
S8: Flexible to Your Needs



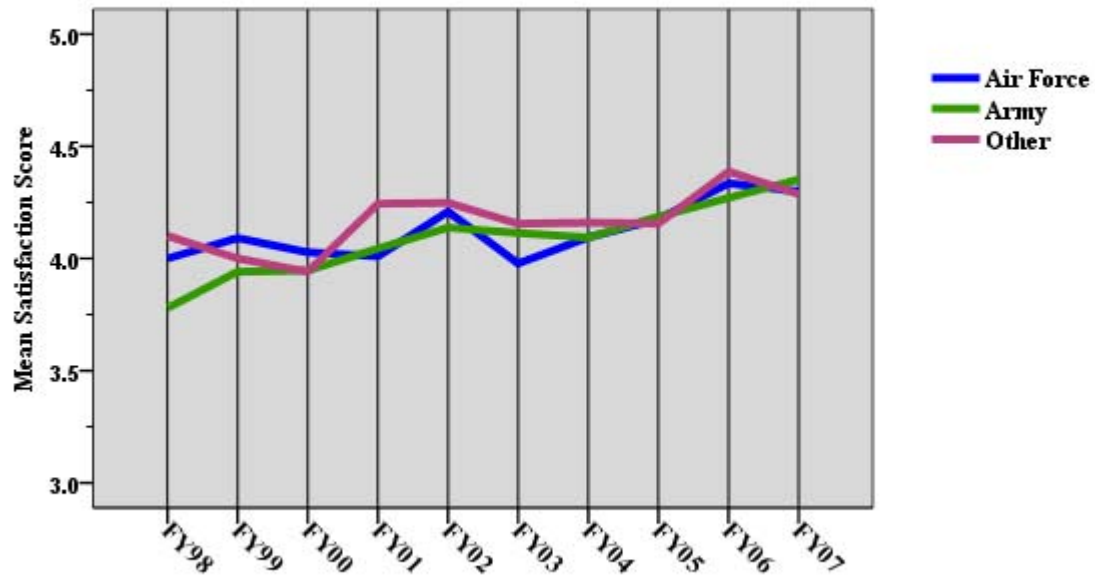
S9: Keeps You Informed



S10: Your Choice in the Future

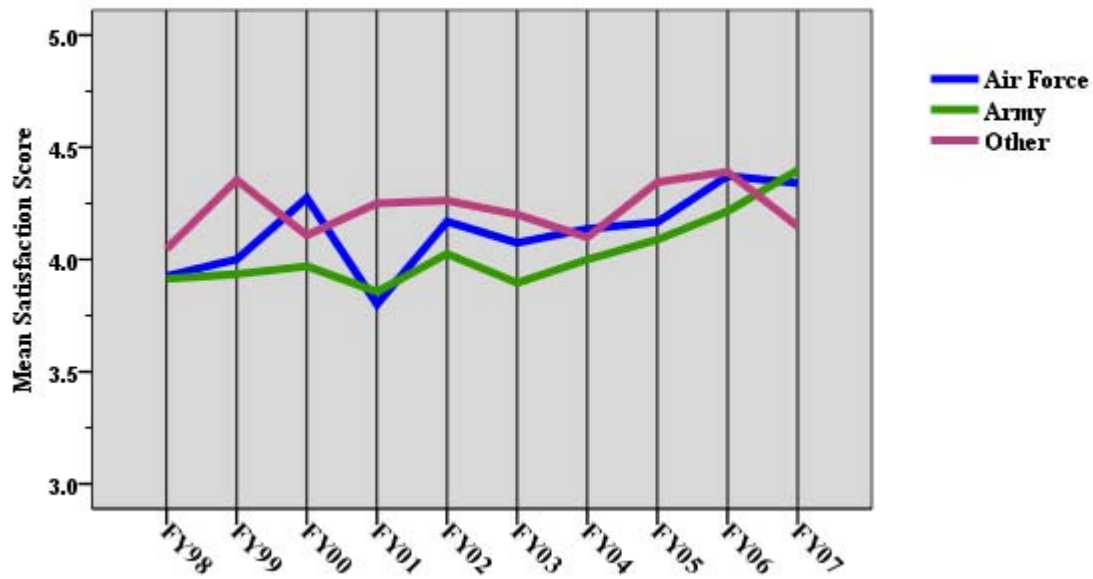


S11: Your Overall Satisfaction

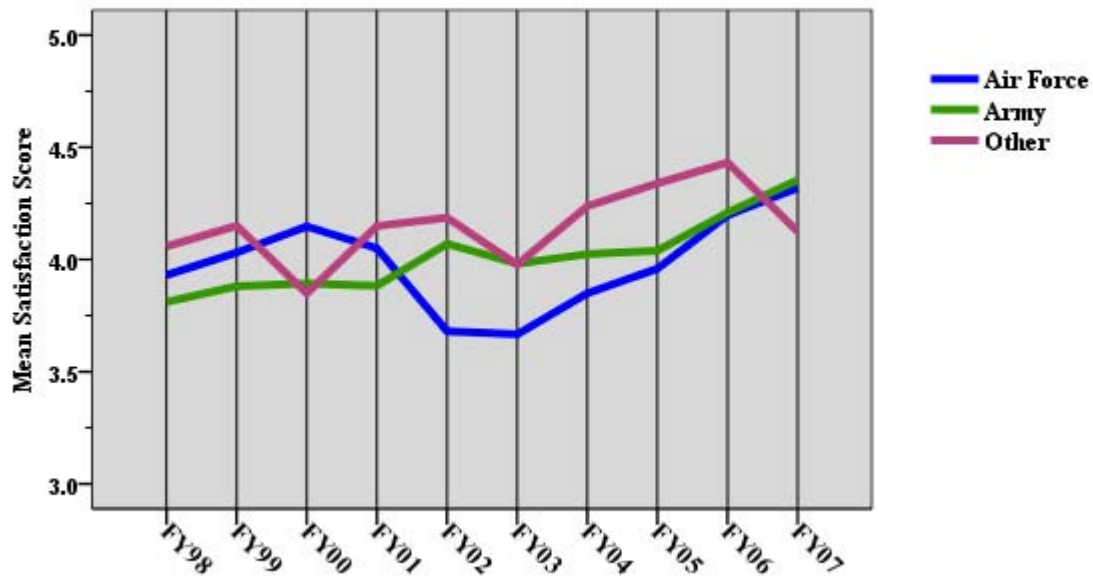


Specific Services

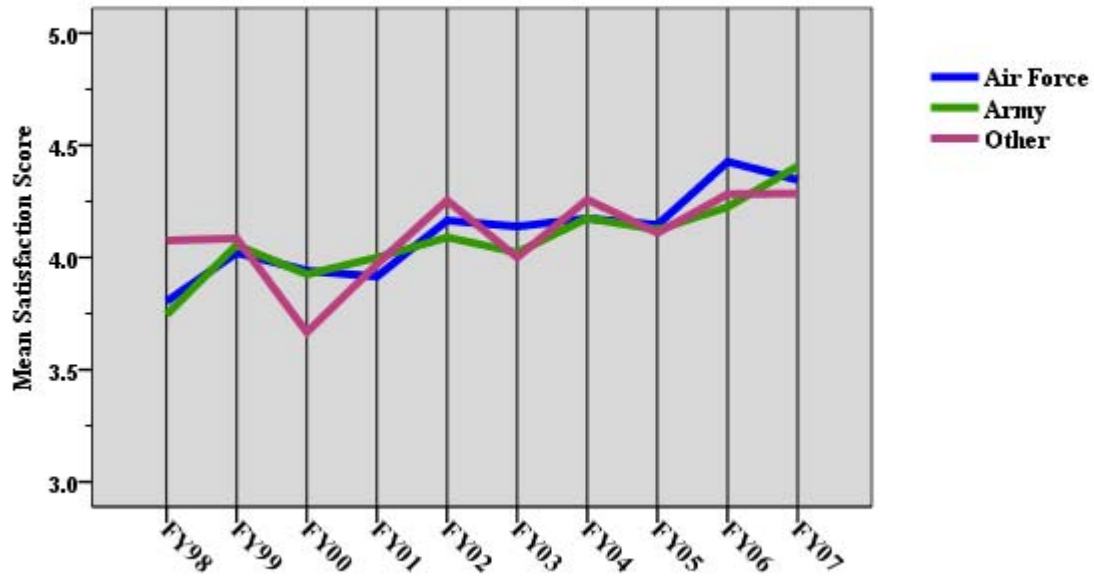
S12: Planning (Charettes, Master..)



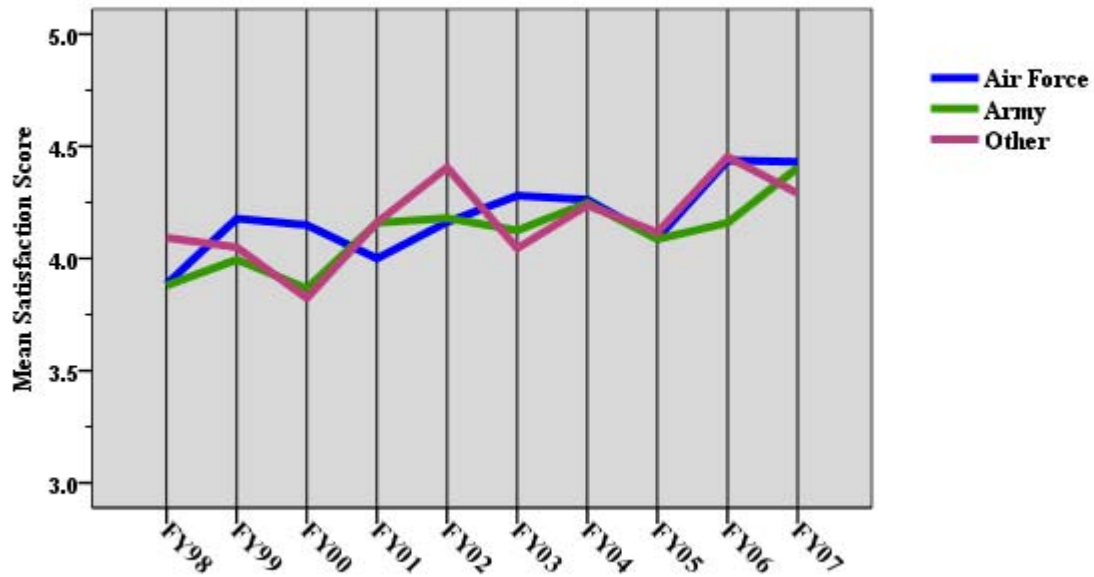
S13: Investigations/Inspections (Non-Envir)



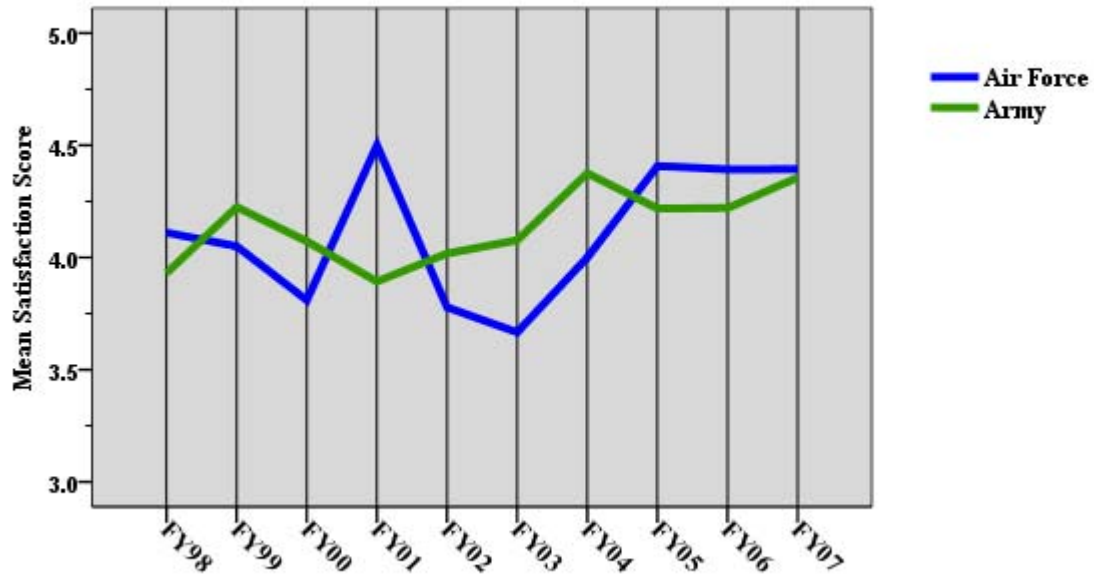
S14: Environmental Studies



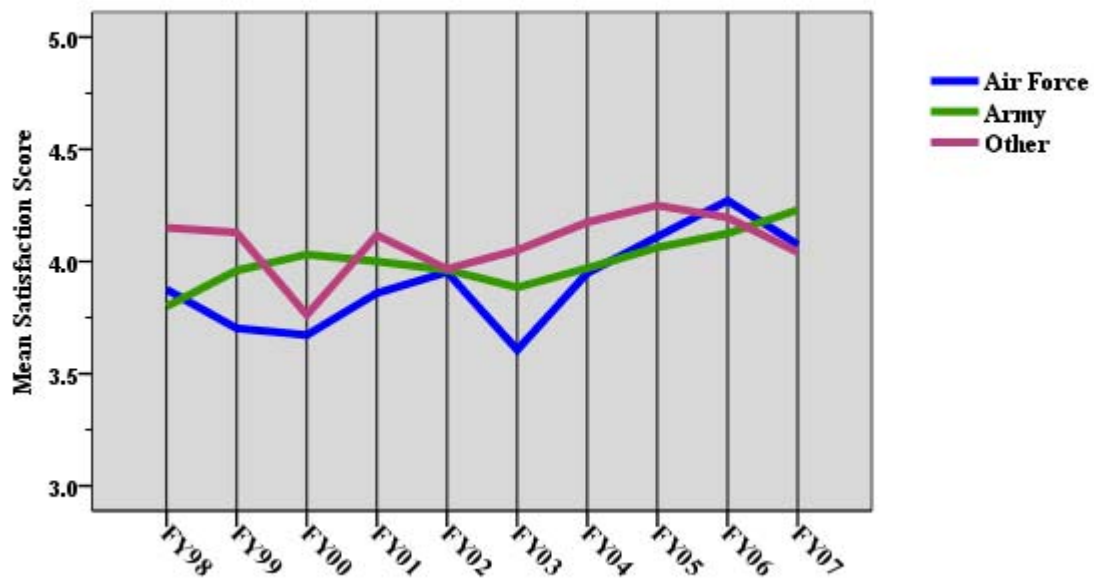
S15: Environmental Compliance



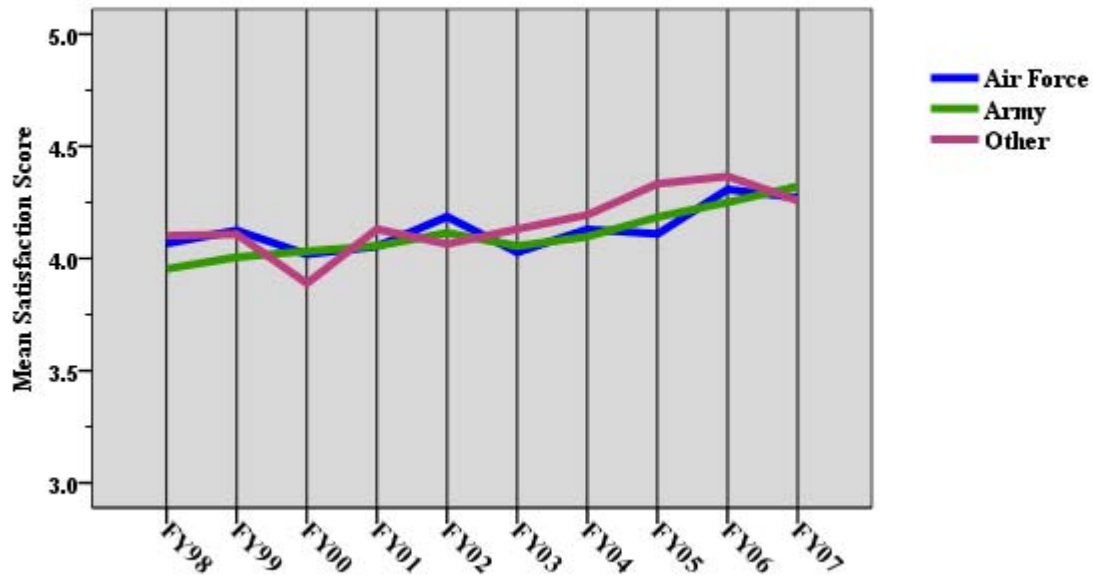
S16: BRAC



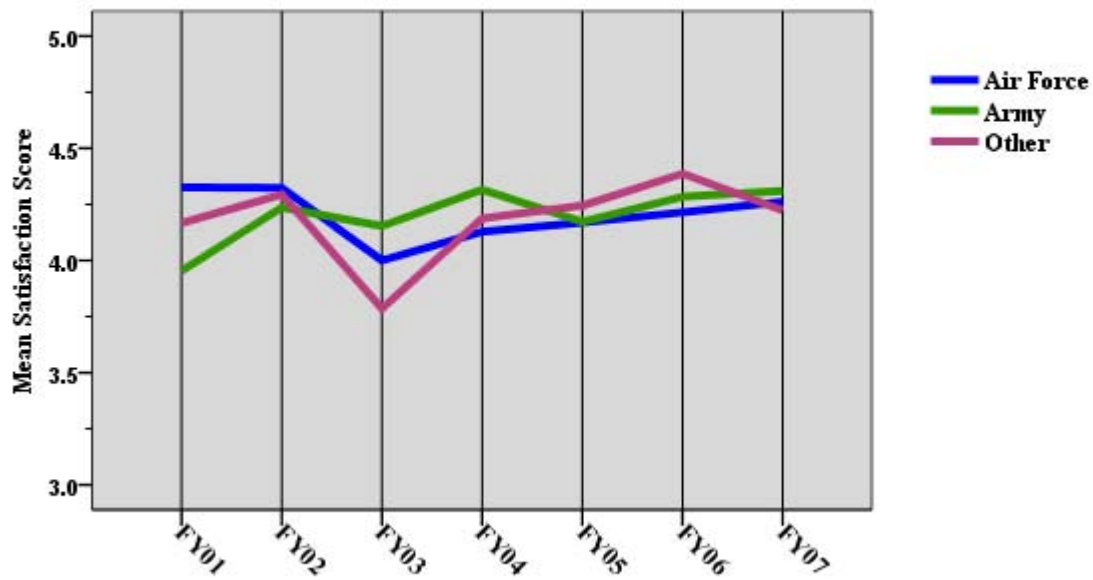
S17: Real Estate Services



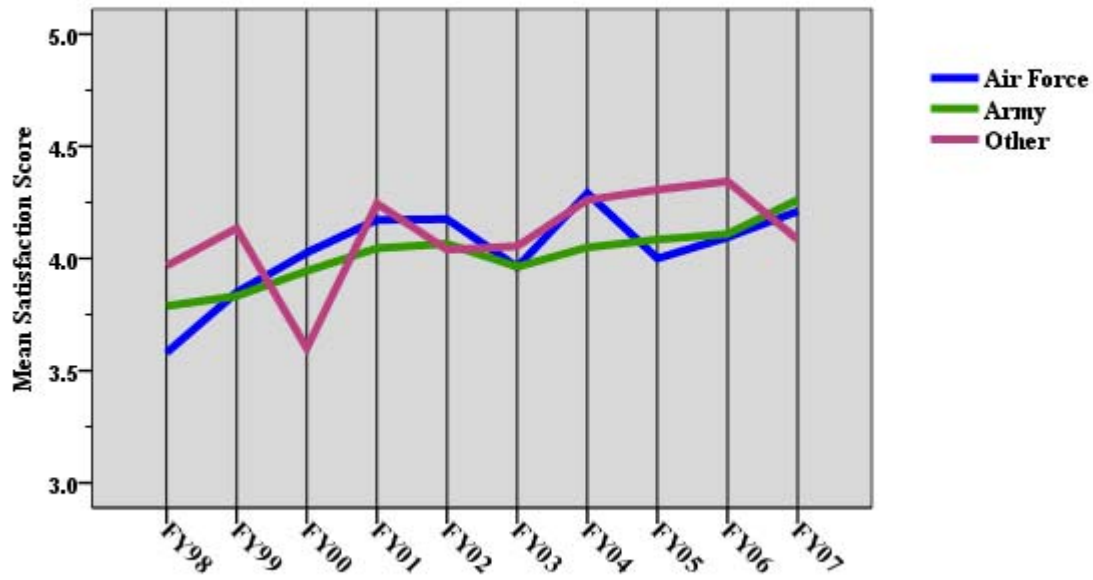
S18: Project Management



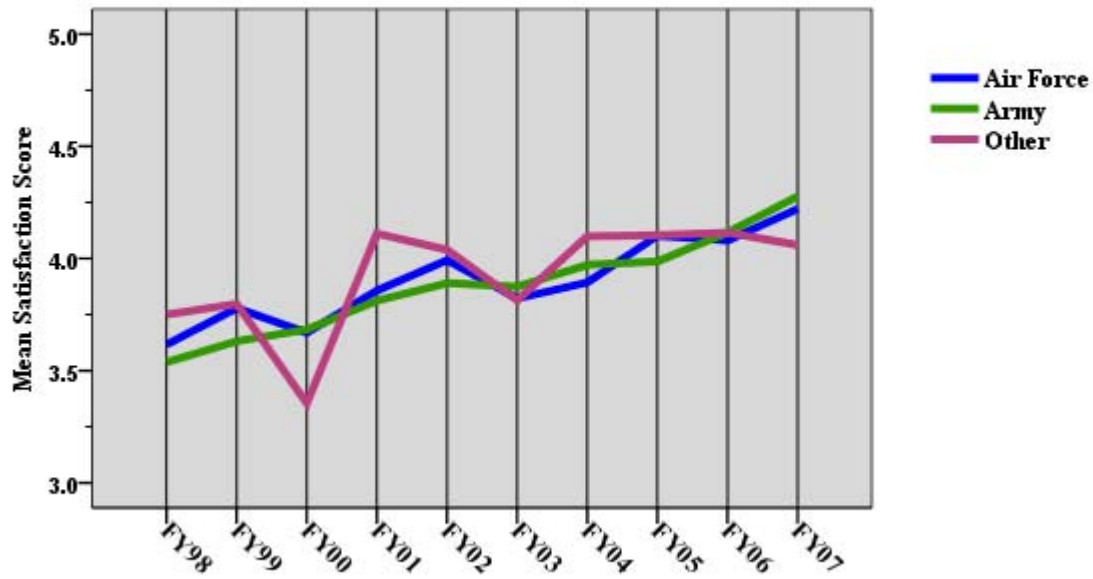
S19: On-Site Project Mgmt



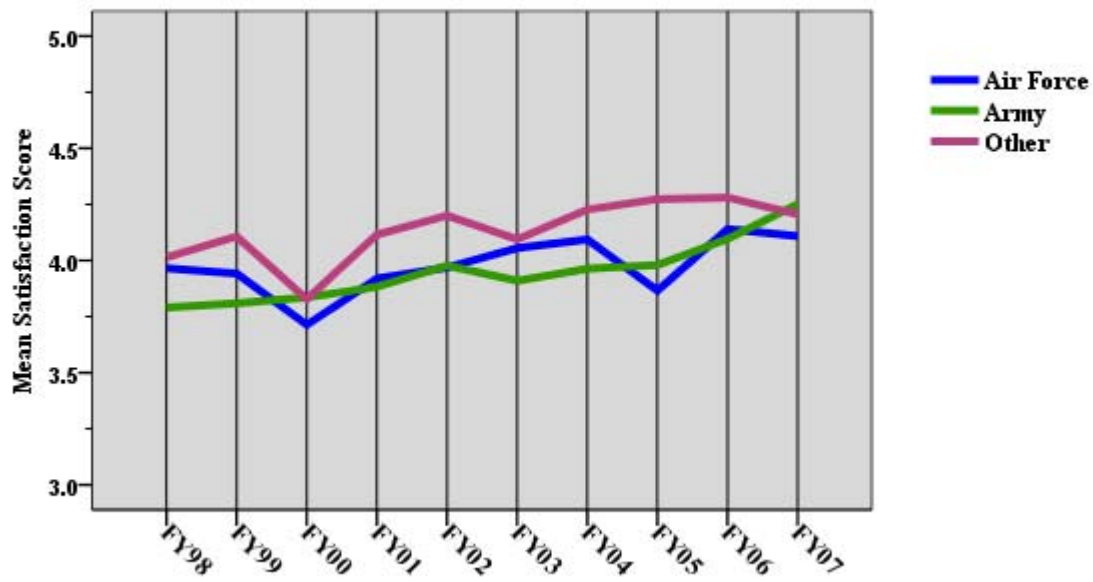
S20: Project Documents (1354s, 1391s..)



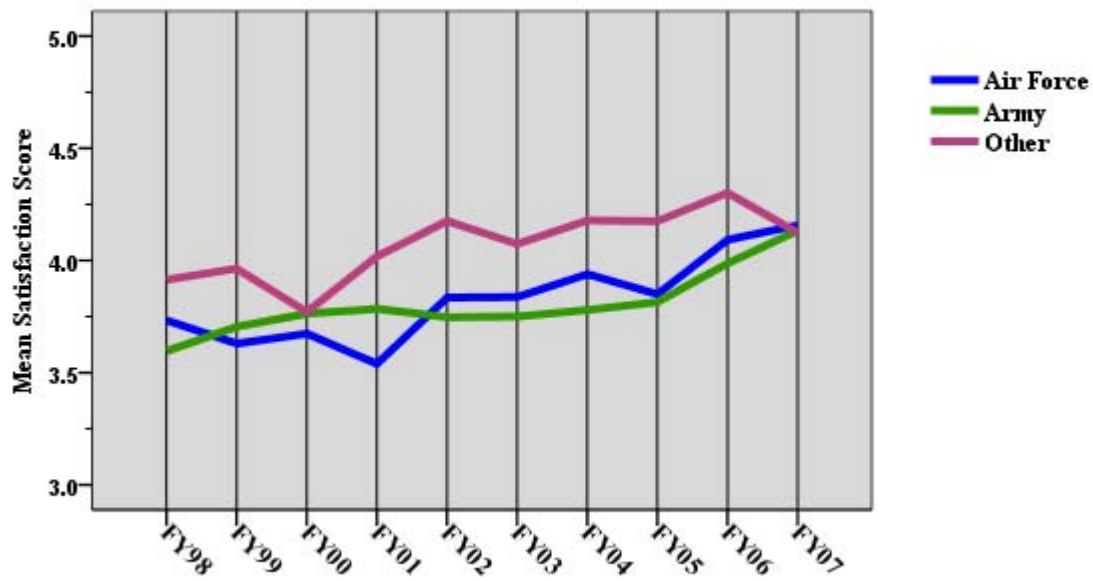
S21: Funds Management



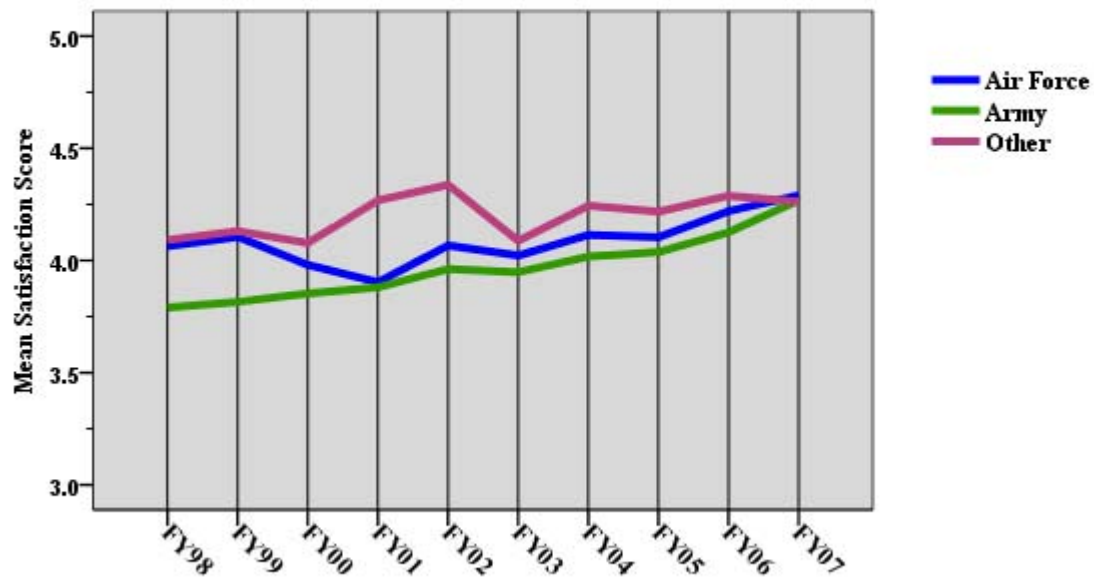
S25: A/E Services



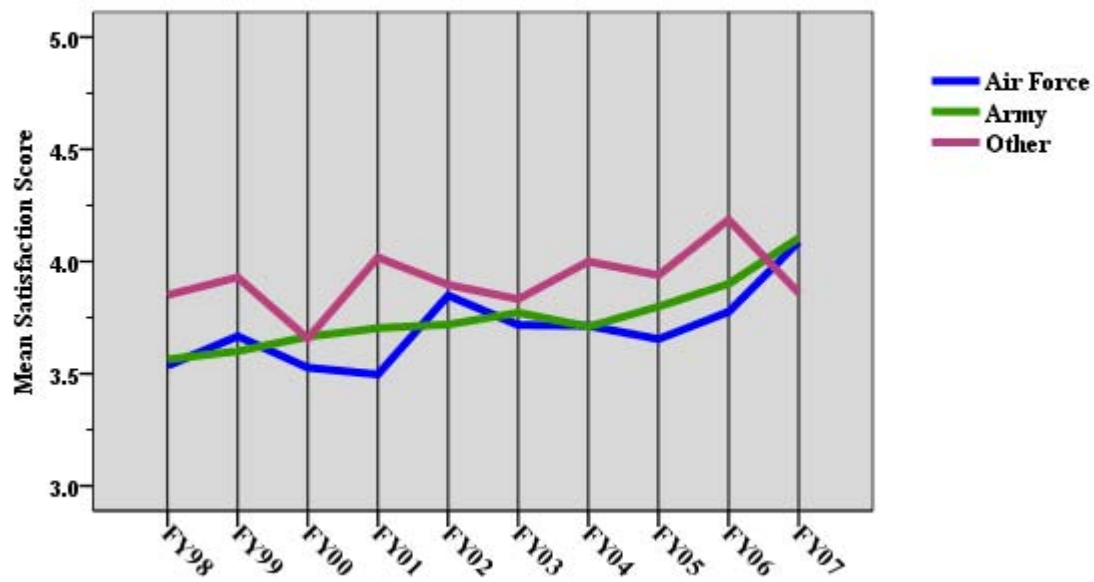
S26: Engineering Design



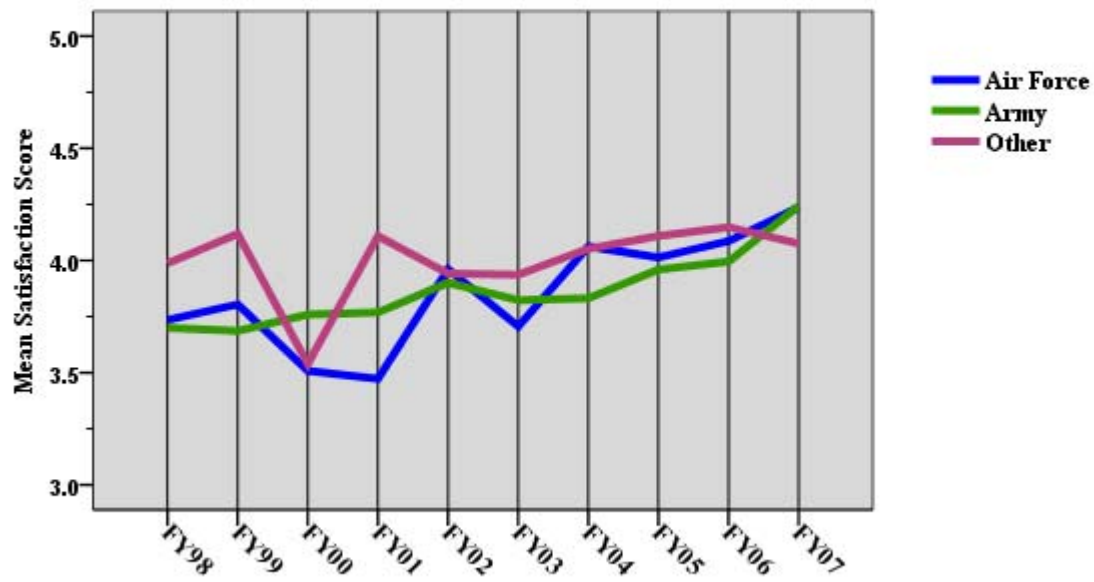
S27: Construction Quality



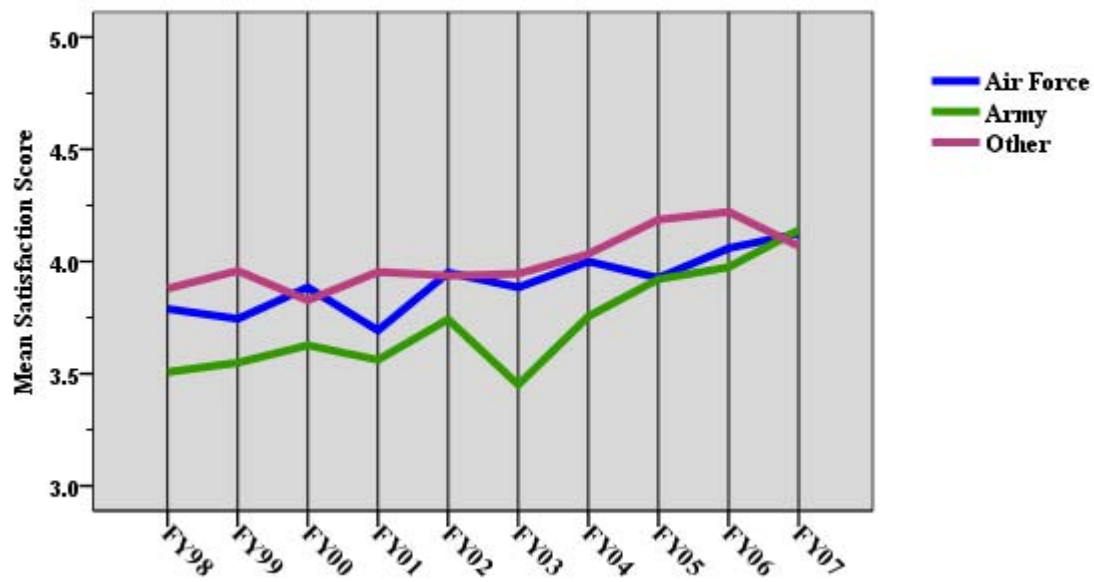
S28: Timely Construction



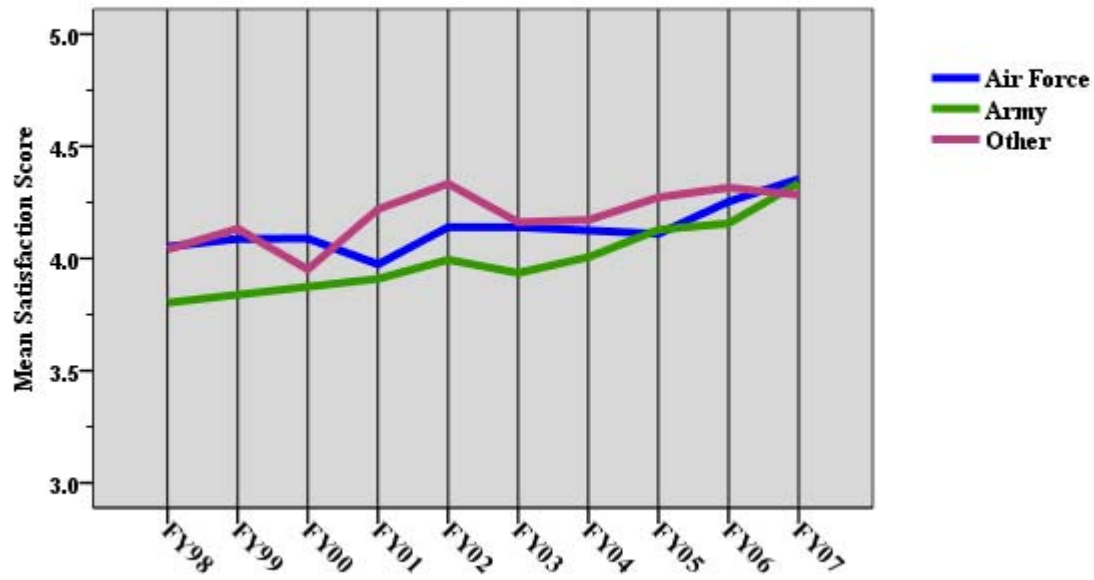
S29: Construction Turnover



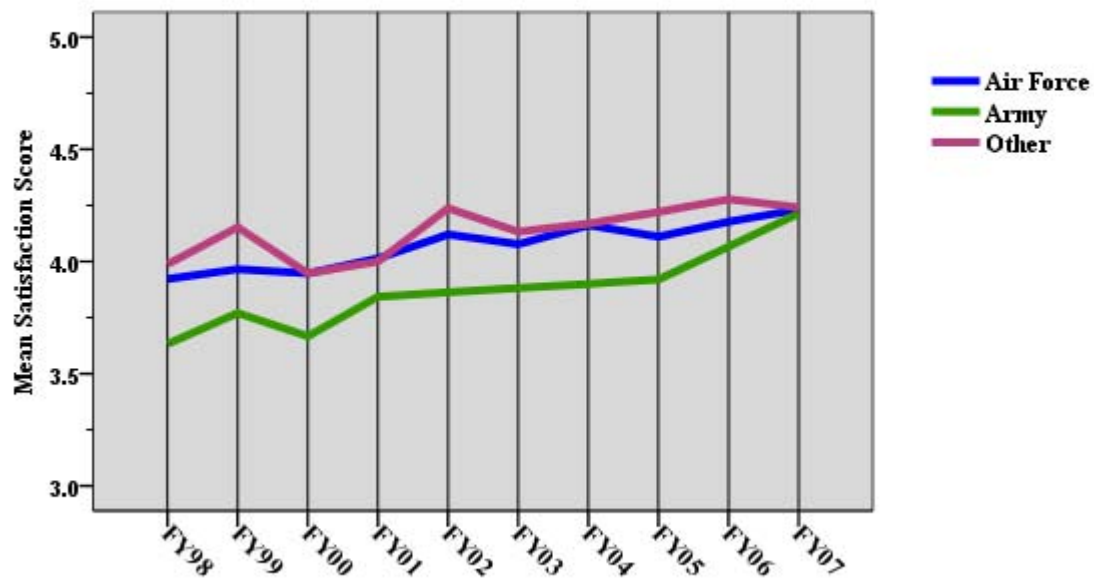
S30: Warranty Support



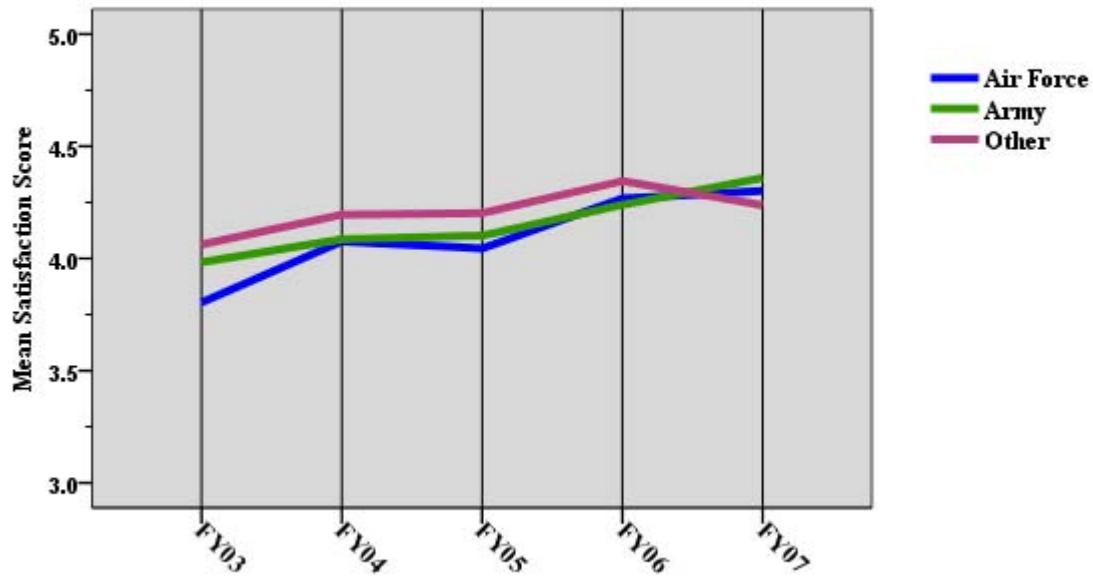
S31: End-User Satisfaction



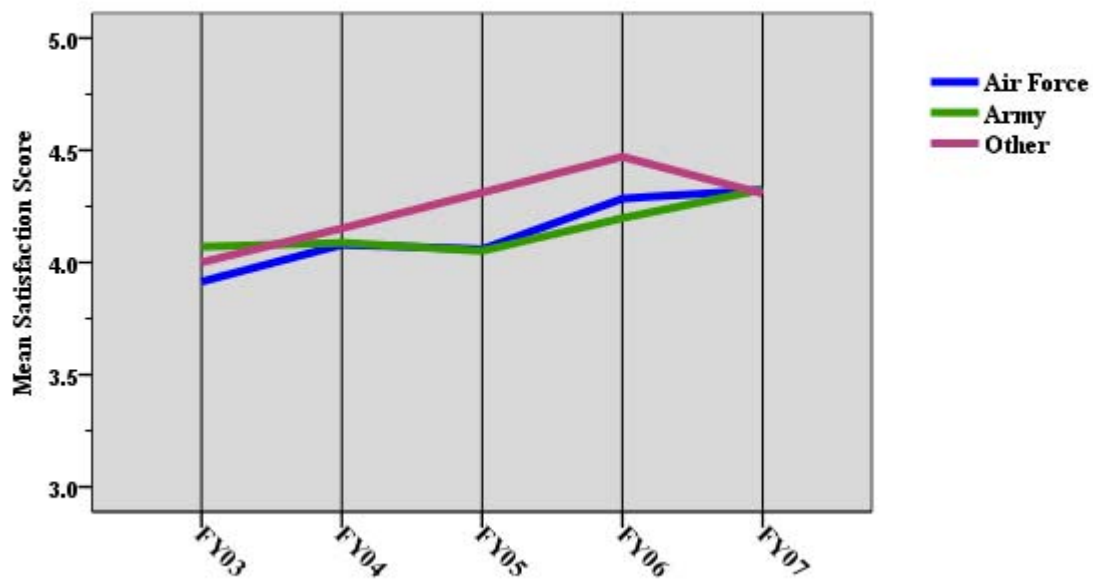
S32: Construction Maintainability



S33: Value of S & R



S34: Value of S & A



4. CONCLUSION

A total of 836 customers participated in the FY07 survey. The Corps-wide response rate was 63.8 percent for an estimated sampling error of 2.04 percent. Response rates varied greatly among districts. Of the 30 participating districts only seven had response rates below 50 percent. Response rates for smaller districts (populations < 35) ranged from 25% to 100 percent. Districts serving the largest populations of Military Program customers saw response rates from 34 to 86 percent.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS⁷ customers. The 'Other DoD' category includes US Navy, US Marine Corps, Joint/Combat Commands, DLA, DODEA, DeCA, MDA, etc. IIS customers include organizations such as DHS, EPA, Millennium Challenge Corp, DOE, etc.

Army customers comprise the largest proportion of the FY07 sample at 46 percent followed by Air Force (28%), 'Other DoD' (19%) and IIS (7%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (37 customers). The commands specified by the 57 customers who selected 'AF-Other' included AFRC, AFSPC, AFSOC, AFCEE and others. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (53 customers), followed by IMA Northeast (41), and IMA- Southwest (38). The vast majority of FY07 Army customers fell into the 'Army-Other' category. The commands specified by the 144 customers who selected 'Army-Other' consisted of USACE, MEDCOM, USAREC, AEC and many others. There were a total of 22 Marine Corps customers and 31 Navy customers. The 44 Joint/Combat Command customers included those from SOCOM, SOUTHCOM, CENTCOM, ARCENT, and SWA. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, MDA, DeCA and others.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (54%) of USACE customers receive primarily Construction services; 17 percent Environmental services, 14 percent Real Estate, six percent O&M and 11 percent receive 'Other' areas of service. Customers that selected the 'Other' area of services typically specified a combination of services such as 'Design and construction'. A number of others specified 'Project management', 'Design', 'Planning' or a specialized service such as timber sales or Reachback services.

The survey included all Military Districts and TransAtlantic Center. In addition a very small number of customers from Civil Works Districts were included in the FY07 survey. These districts work within ten Corps Divisions. The three Gulf Region Division districts were again treated as a singular unit. The greatest proportion of responses was received from customers served by South Atlantic and North West Divisions (22% and 20% respectively). Mobile, Omaha, Savannah and Seattle Districts had the greatest number of valid responses.

⁷ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' A score of '3' may be interpreted as mid-range, average or noncommittal. All general satisfaction items received a mean score of at least 3.98. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁸. The majority of responses (73 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 90 percent of respondents and 'Seeks Your Requirements' and 'Provides a Quality Product' at 87 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at 8 percent and 'Timely Services' at 7 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 84 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, only 5 percent responded USACE would NOT be their choice for future projects and 11 percent were non-committal. For customers' overall level of satisfaction, 86 percent responded positively, 4 percent negatively and 11 percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. All specific services items received a mean score of 4.00 or higher. The proportion of high ratings for the specific services items ranged from 75 to 88 percent. The most highly rated items were 'End-user Satisfaction' at 88 percent, and 'Environmental Compliance' and 'BRAC' at 87 percent each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at eight percent low ratings, and 'Real Estate' and 'Cost Estimating' at seven percent each. 'Timely Construction' has consistently been the lowest rated service over time.

The survey allows customers to provide comments on each service area as well as provide general comments concerning Corps services. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are

⁸ If customers select NA or fail to rate an item, the number of valid responses will be less than 836.

addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don't take the time to provide a comment.

As always, an extremely large proportion of respondents (80%) submitted comments. Of these, 391 (60%) made overall favorable comments, 96 (15%) made negative comments and 157 (24%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (10 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item which received the greatest number of positive comments was 'Overall Satisfaction' (154 customers). The area of service that received the next highest number of positive comments was 'Keeps You Informed' (80 customers). As in previous years, there were a large number of positive comments about 'On-site Project Management' (70 customers). Finally 65 customers provided positive comments on 'Seeks Your Requirements'. The two items receiving the largest number of negative comments were 'Timely Service' (82 customers) and 'Reasonable Cost' (68 customers). The other areas of services that received a large number of negative comments were 'Cost Estimating' (54 customers), 'Change Management (45 customers) and 'Engineering Design (41 customers).

In the General Comments portion of the survey the most frequent comment was 'Compliments to individuals/staff' (229 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction. Unlike last year a large number of general comments addressed 'lack of staff continuity/staff overloaded' (31 customers). The next most frequent General Comments concerned 'Meeting project schedule' (15 customers) and 'Meeting customer Requirements' (13). Fortunately the number of complaints regarding project closeout problems (completions of 1354s and resolution of punch-list items) has decreased by more than half as compared to last FY from 27 last year to 11 this year.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. 'Other') and primary work category (Construction vs. Environmental vs. 'Other').

The first analysis compares customer satisfaction ratings for Air Force, Army, and 'Other' where 'Other' includes Other DoD and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for almost all satisfaction indicators. Statistically significant differences in ratings were found for only two services: 'Planning (Charettes, Master...)' and 'Contracting Services'. In both cases ratings provided by the Army customer group were statistically significantly lower than the 'Other' group. These results typify the findings from

previous years clearly demonstrating that ratings are becoming more homogeneous among major customer groups.

Comparisons of ratings of Construction vs. Environmental vs. ‘Other’⁹ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: ‘Project Management’, ‘Project Documents’, ‘Funds Management’, ‘Cost Estimating’, ‘Change Management’, ‘Contracting Services’, and ‘A/E Contracts’. A very clear pattern emerges in these comparisons and is illustrated in the graphs below. Environmental customers were consistently the most satisfied and Construction the least satisfied. Additionally these differences were large enough to be statistically significant at $\alpha = .05$ for over half of the satisfaction indicators examined. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In two areas ‘Other’ customer ratings were significantly higher than Construction. These results are completely consistent with previous years. Recall that Construction customers comprise 54 percent of the customer base, Environmental 17 percent and ‘Other’ 30 percent.

Analyses of trends in ratings are one of most important outcomes of the survey. This data can provide you leading indicators of successes or failures in your business processes. Each district should examine their individual trends – by customer groups if they have sufficient data.

Results show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1998. Ratings for all groups show a decline for FY03 but recovered in FY04 and have been largely increasing through FY07. No evidence of decreasing trends in customer satisfaction is visible in any area. Areas of service that have been problematic in the past include ‘Real Estate’ and ‘Warranty Support’. The first because of the erratic pattern of ratings varying from high to very low over time which might imply inconsistent delivery of services. Note that this applies only to Air Force and ‘Other’ customers. Real Estate ratings again dropped for both groups while increasing for Army customers. ‘Warranty Support’ has been one of the more poorly rated specific service areas since the survey began. This trend began to change in FY03 and to date Warranty Support has shown marked overall improvement. ‘Warranty Support’ ratings for this service improved for Army and ‘Air Force customers but fell slightly for ‘Other’. Overall ratings in FY07 are at the highest level since the survey began.

An unusual pattern has existed for Air Force customers until FY06. Air Force ratings had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles from FY97 thru FY05. It was expected that ratings would again fall in FY06. This did not occur as the

⁹ ‘Other’ customers include Real Estate customers, O&M and those that checked the ‘Other’ area of service and specified services such as ‘Project management’, ‘Design’, ‘Planning’ or a combination of the listed service areas.

increase in ratings that began in FY03 continued through FY06 for almost all services. In fact, in FY06 Air Force customer satisfaction was at its highest level since 1997 and is relatively unchanged in FY07. One very positive outcome this year is that there was a notable increase in ratings of Timely Construction. Air Force ratings in this area exceeded 4.0 for the first time since the survey began. The only area of decreased satisfaction is Real Estate.

Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers. In FY07 ratings for Army customers attained the highest level of satisfaction in all areas since the survey began. In fact ratings exceeded 4.0 in Engineering Design, Timely Construction & Warranty Support for the first time since FY97. Furthermore there were no areas of decreasing ratings. In summary, although Army customers began as the least satisfied customer group, they have slowly but steadily become very satisfied with Corps services.

There have always been more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. In FY07 there we see slight declines or no change in 'Other' customer ratings. For example there is a drop in ratings in Planning Support, Investigations/Inspections and Project Documents. In addition there was a fairly significant decline in Timely Construction ratings. However, no conclusions should be drawn until sustained declines are indicated.

Currently the Military Program Directorate's customers are well satisfied with Corps' services. Costs and timeliness are consistently the two greatest sources of Military Programs customer dissatisfaction. Measures of relationship dynamics tend to consistently receive the highest ratings. Overall customer satisfaction has steadily increased over time. The proportion of dissatisfied customers continues to shrink. This is likely due largely to the very strong relationships that exist between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff. It is widely believed that customer loyalty can outweigh other areas of dissatisfaction. From a historical perspective, there appears to be a direct link between the degree of custom focus within an organization and customer satisfaction. Overall FY07 Military Program customer satisfaction attained the highest level since the survey began.

APPENDIX A

Survey Instrument¹⁰

¹⁰ The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .



US Army Corps
of Engineers®

USACE Home

HQUSACE Home

Military Programs

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2007. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments.

Section I - Customer Information

Name: Last: First:

Installation / Organization:

Your Email Address:

Office Telephone Number:

Agency/Command: Please Select One

(Skip if you are not DoD)

Primary Category of Service Received: Please Select One **If Other, Specify:**

USACE Organization Being Evaluated

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/TAC) Please Select One

Section II - Customer Survey

Please rate your level of satisfaction for each area.

	Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
			NA	1	2	3	4	5	
1.	Seeks your requirements.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
2.	Manages your projects/programs effectively.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3.	Treats you as an important member of the team.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
4.	Resolves your concerns.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
5.	Provides timely services.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
6.	Delivers quality products and services.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
7.	Delivers products/services at a reasonable cost.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

<http://sam-vs10mob/hecsurv/survfrm.asp>

8/1/2007

8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
14.	Environmental Studies and Surveys.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
15.	Environmental Compliance and Restoration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
16.	Base Realignment and Closure Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
18.	Project Management Services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
19.	On-site project management (PM Forward, Area Engineer, Resident Engineer).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
20.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
21.	Funds Management and Cost Accounting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
22.	Cost Estimating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
23.	Change Management (handling mods etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
24.	Contracting Services (All types).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

25.	Architect-Engineer Contracts (Quality of AE services).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Engineering Design Quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Construction Quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Construction Turnover.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Contract Warranty Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	End-User Satisfaction with Facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	Maintainability of Construction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

Submit

Reset

APPENDIX B

Customer Demographics

Table B-1: Air Force ‘Other’ Commands -Details

<u>Air Force Other Cmd</u>	<u>#</u>	<u>%</u>
AFCEE	6	10.5
AFOSI	3	5.3
AFOTEC	1	1.8
AFRC	12	21.1
AFRPA	4	7.0
AFSOC	9	15.8
AFSPC	10	17.5
ANG	5	8.8
Family Morale Welfare Rec Cmd (FMWRC)	1	1.8
HQAF	3	5.3
USAF Academy	1	1.8
USAFE	2	3.5
Total	57	100.0

Table B-2: Army ‘Other’ Commands -Details

<u>Army Other Cmd</u>	<u>#</u>	<u>%</u>
1st Sustainment Cmd (Theater)	2	1.4
AEC	9	6.3
AMC	9	6.3
Arlington Cemetery	1	0.7
ATEC	2	1.4
ATEC, DTC	1	0.7
BRAC	9	6.3
CECOM	2	1.4
Criminal Investigation Lab	1	0.7
Center of Military History	1	0.7
Family Morale Welfare Rec Cmd (FMWRC)	1	0.7
HQDA	6	4.2
IMCOM	1	0.7
INSCOM	1	0.7
Joint Munitions Cmd	1	0.7
Med Research Inst of Chemical Defense	1	0.7
MEDCOM	26	18.1
NETCOM	1	0.7
PACOM	1	0.7
RTTC	1	0.7
SDDC	1	0.7
SMDC	3	2.1

<u>Army Other Cmd</u>	<u>#</u>	<u>%</u>
TACOM	1	0.7
TRADOC	1	0.7
TRADOC BRAC	1	0.7
USACE	26	18.1
USAREC	15	10.4
USAREUR	4	2.8
USARJ	1	0.7
USARPAC	1	0.7
USARSO	3	2.1
USASOC	7	4.9
USMA	3	2.1
Total	144	100.0

Table B-3: Joint/Combat Commands –Details

<u>DoD Joint/Combat Cmds</u>	<u>#</u>	<u>%</u>
AMCOM	1	2.3
AOSA	1	2.3
ARCENT	5	11.4
CENTCOM	5	11.4
EUCOM	1	2.3
JPRA	1	2.3
MTMC	1	2.3
SOCCENT	2	4.5
SOCOM	9	20.5
SOUTHCOM	9	20.5
SWA	5	11.4
USFJ	1	2.3
USFK	3	6.8
Total	44	100.0

Table B-4: ‘Other DoD’ Commands -Details

<u>Other DoD Cmd</u>	<u>#</u>	<u>%</u>
DCMA	1	1.5
DeCA	7	10.4
DIA	3	4.5
DISA	2	3.0
DLA	26	38.8
DODEA	8	11.9
MDA	8	11.9
NDU	2	3.0
NGA	3	4.5
NSA	4	6.0
OSD	2	3.0
Washington HQ Service	1	1.5
Total	67	100.0

Table B-5: Work Category ‘Other’

<u>Work Category – ‘Other’</u>	<u>#</u>	<u>%</u>
A&E Contracts	1	1.1
A/E Engineering Study	1	1.1
All services	5	5.6
Archaeology, Curation	1	1.1
Army Recruiting	1	1.1
AT/FP Analysis	1	1.1
Award Design-Build Projects	1	1.1
Base Camp Maintenance and Support	1	1.1
Base Transformation	1	1.1
BRAC RFP Design	1	1.1
Brownfields Grants Management	1	1.1
Capital Investment Planning	1	1.1
Const, O&M, & Environ	1	1.1
Construction claim	1	1.1
Consultation	1	1.1
Contract mod support	1	1.1
Contract support-services	3	3.3
contract/program administration	1	1.1
Contracting and Proj Mgmt	1	1.1
cultural resources	1	1.1
DD 1391 Support	1	1.1
design & construct mgt	1	1.1
Design & Contract Mgmt	1	1.1
Design services	8	8.9
Design, construction & planning	1	1.1
Due Diligence	1	1.1
Due Diligence Consulting & Engineering	1	1.1
EI2RC/ Real Property Planner	1	1.1
Electrical	1	1.1
Emergency Management	1	1.1
Engineering & Construction Support	1	1.1
Engineering and Construction Oversight	1	1.1
Engineering Consulting	1	1.1
FACILITIES ASSISTANCE	1	1.1
Facilities POC for Navy	1	1.1
Forestry	2	2.2
Historic Preservation Instructor	1	1.1
historical assessment	1	1.1
Hurricane Evacuation Studies	1	1.1

<u>Work Category – ‘Other’</u>	<u>#</u>	<u>%</u>
IKE Gater, EI2RC (Reachback)	3	3.3
IT Support	2	2.2
Leasing, Design Services & Construct Mgmt	1	1.1
M&R / MC PROJECTS (LT\$100K)	1	1.1
Master Planning	2	2.2
MASTER PLANNING	1	1.1
Master Planning, D/B & Real Estate	1	1.1
Master Planning, MCA construction	1	1.1
Master Planning/Real Estate	1	1.1
MCA Development & Support	1	1.1
MEDCOM Support Team	1	1.1
MILCON/O&M Design Svcs	1	1.1
Munitions (MMRP)- some environmental	1	1.1
Munitions (MMRP)	1	1.1
NAGPRA Consultation	1	1.1
O&M and MILCON	2	2.2
PC Econpack	1	1.1
Petroleum Project Design	1	1.1
Planning & Programming	1	1.1
Planning and Design	1	1.1
Planning Support	2	2.2
PM support	2	2.2
PM/Design	1	1.1
Preliminary Engineering	1	1.1
Procurement, & Construction Services	1	1.1
Range control branch	1	1.1
Recruiting stations	1	1.1
Service Contracting	1	1.1
Timber Sales & Ag leasing	1	1.1
Total Facilities Management	1	1.1
Total	90	100.0

Table B-6: List of Customer Organizations

<u>Organization</u>	<u>#</u>	<u>%</u>
1st Sustainment Cmd (Theater)	2	0.2
206th RSG	1	0.1
249TH EN BN (PRIME POWER)	1	0.1
254 Red Horse Squadron	1	0.1
361 Recruiting Squadron	1	0.1
368th Recruiting Squadron	2	0.2
374 Medical Group	1	0.1
3rd Army	1	0.1
81st RRC	2	0.2
85th RRC	1	0.1
88th RRC	7	0.8
88th RRSC	2	0.2
89th RRC	1	0.1
902d MI Gp	1	0.1
96th RRC	2	0.2
99th RRC	1	0.1
9th RRC	1	0.1
Aberdeen Proving Ground, USACHPPM	1	0.1
Aberdeen Proving Ground - ATC	1	0.1
Aberdeen Proving Ground	3	0.4
ACSIM ARD	1	0.1
ACSIM BRAC Division	1	0.1
Adelphi Laboratory Center	1	0.1
AEC	9	1.1
Afghanistan Engineer District	2	0.2
AFRC	7	0.8
AFRC Montgomery	1	0.1
AFRL Haleakala Observatory	1	0.1
Air & Missile Defense Cmd & Control Systems	1	0.1
Air Force Real Property Agency	4	0.5
Air Force Recruiting Service	1	0.1
AL Emergency Mgmt	2	0.2
Al Udeid AB	1	0.1
Altus AFB	2	0.2
AMC Army Field Spt Bat	1	0.1
AMCOM	1	0.1
ANA, Afghanistan	1	0.1
Andrews AFB	3	0.4
ANG	1	0.1
Anniston Army Depot	3	0.4

<u>Organization</u>	<u>#</u>	<u>%</u>
ANP, Afghanistan	1	0.1
ARCENT	2	0.2
Architect of the Capitol (Ft Meade)	1	0.1
Arlington National Cemetery	1	0.1
Army Center of Military History	1	0.1
Army Criminal Investigation Lab	1	0.1
Army Heritage & Education Center	1	0.1
Army Kwajalein Atoll	1	0.1
ARNG Bureau	3	0.4
ARNG, AL	2	0.2
ARNG, CA	2	0.2
ARNG, GA	1	0.1
ARNG, ID	2	0.2
ARNG, MN	1	0.1
ARNG, MS	2	0.2
ARNG, MT	1	0.1
Arnold AFB	3	0.4
ASA (I&E)	1	0.1
Avon Park AFR	2	0.2
Beverly National Cemetery	1	0.1
Brooks AFB	3	0.4
Brooks City Base/HQ AFCEE	3	0.4
Bureau of Indian Affairs	2	0.2
Camp Arifjan, KU	1	0.1
Camp Bondsteel	2	0.2
Camp Carroll	1	0.1
Camp Fuji	1	0.1
Camp Lejeune	1	0.1
Camp Ripley	1	0.1
Camp Shelby	1	0.1
Camp Zama	4	0.5
Cannon AFB	4	0.5
Carlisle Barracks	1	0.1
CASCOM BRAC	1	0.1
CENTCOM	2	0.2
CENTCOM Cairo, Egypt	1	0.1
CENTCOM INTEL DIRECTORATE	1	0.1
Charleston AFB	1	0.1
CJTF-82	1	0.1
Coast Guard	2	0.2
Columbus AFB	2	0.2

<u>Organization</u>	<u>#</u>	<u>%</u>
Combined Security Transition Cmd-Afghanistan	2	0.2
Corpus Christi Army Depot	1	0.1
Creech AFB	1	0.1
Daegu American School	1	0.1
Davis-Monthan AFB	2	0.2
DCMA	1	0.1
DeCA	5	0.6
Detroit Army Tank Plant	1	0.1
Detroit Arsenal	4	0.5
DHS	6	0.7
DHS, Border Patrol	5	0.6
DHS, FEMA	3	0.4
DIA	3	0.4
DISA	2	0.2
DLA	25	3.0
Dobbins ARB	2	0.2
DoDEA	7	0.8
DOE	3	0.4
DOT	1	0.1
Dover AFB	1	0.1
Dugway Proving Ground	2	0.2
Dyess AFB	2	0.2
Edwards AFB	3	0.4
Eglin AFB	3	0.4
Egyptian Airborne	1	0.1
Egyptian Armament Authority	1	0.1
Egyptian Army	1	0.1
Eielson AFB	2	0.2
Eighth Army	2	0.2
Ellsworth AFB	3	0.4
Elmendorf AFB	4	0.5
EPA	7	0.8
FAA	1	0.1
Fairchild AFB	3	0.4
Federal Highway Administration	1	0.1
Fish & Wildlife Service	1	0.1
FMWRC (formerly CFSC)	1	0.1
Ft A.P. Hill	3	0.4
Ft Belvoir	4	0.5
Ft Benning	4	0.5
Ft Bliss	4	0.5

<u>Organization</u>	<u>#</u>	<u>%</u>
Ft Bragg	10	1.2
Ft Campbell	1	0.1
Ft Carson	3	0.4
Ft Chaffee	1	0.1
Ft Detrick	4	0.5
Ft Detrick, USAMRID	2	0.2
Ft Drum	5	0.6
Ft Eustis	2	0.2
Ft Eustis/Bragg	1	0.1
Ft Gordon	2	0.2
Ft Gordon. NSA	1	0.1
Ft Greely	1	0.1
Ft Greely, MDA	1	0.1
Ft Hamilton	2	0.2
Ft Hood	4	0.5
Ft Huachuca	2	0.2
Ft Irwin	1	0.1
Ft Jackson	5	0.6
Ft Leavenworth	2	0.2
Ft Lee	5	0.6
Ft Lewis	9	1.1
Ft McClellan	1	0.1
Ft McCoy	1	0.1
Ft McPherson	3	0.4
Ft McPherson & Ft Gillem	3	0.4
Ft Meade	4	0.5
Ft Monmouth	2	0.2
Ft Monroe	1	0.1
Ft Myer	1	0.1
Ft Ord	1	0.1
Ft Polk	5	0.6
Ft Riley	1	0.1
Ft Rucker	6	0.7
Ft Sam Houston	11	1.3
Ft Shafter	1	0.1
Ft Sill	6	0.7
Ft Stewart	4	0.5
Ft Wainwright	2	0.2
GSA	1	0.1
Hanscom AFB	1	0.1
Hawthorne Army Depot	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Heidelberg Army Hospital	1	0.1
HFFPA	9	1.1
Hickam AFB	3	0.4
Hill AFB	1	0.1
Holloman AFB	3	0.4
Holston AAP	1	0.1
Homestead Air Reserve Base	1	0.1
HQ AFRC Recruiting Service	2	0.2
HQAF	3	0.4
HQDA	6	0.7
Hurlburt Field	6	0.7
IMA NERO	1	0.1
IMCOM-Europe	5	0.6
IMCOM-Southeast	2	0.2
IMCOM Korea	2	0.2
IMCOM NE REGION	1	0.1
IMCOM Pacific	3	0.4
IMCOM West Region	1	0.1
Indiana Army Ammunition Plant	2	0.2
Internatl Medical Center, Egypt	1	0.1
Iowa Army Ammunition Plant	3	0.4
Israeli AF	1	0.1
Israeli Navy	1	0.1
Jefferson Proving Ground	1	0.1
Joint Munitions Command	1	0.1
Joint Personnel Recovery Agency	1	0.1
JTF-Bravo	1	0.1
Kadena AB	1	0.1
Kadena AB, DeCA	2	0.2
Kadena AFB	1	0.1
Kingsly Field ANG	1	0.1
Kirtland AFB	5	0.6
Kirtland AFB, AFOTEC	1	0.1
Kulis ANG	1	0.1
Kunsan AB	3	0.4
Lackland AFB	1	0.1
Lake City Army Ammunition Plant	1	0.1
Landstuhl/Europe Regional Medical Cmd	1	0.1
Langley AFB	25	3.0
Laughlin AFB	1	0.1
Letterkenny Army Depot	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Lexington Army Depot Activity	1	0.1
Little Rock AFB	1	0.1
Longhorn AAP	1	0.1
LSA Adder, Iraq	1	0.1
Luke AFB	1	0.1
MacDill AFB	5	0.6
Malstrom AFB	1	0.1
Marine Corps	20	2.4
Maxwell AFB	2	0.2
McAlester AAP	2	0.2
McChord AFB	2	0.2
McConnell AFB	3	0.4
McGuire AFB	4	0.5
MDA	6	0.7
Med Research Inst of Chemical Defense	1	0.1
MEDCOM	6	0.7
Milan AAP	1	0.1
MILGP Bolivia	1	0.1
MILGP Colombia	1	0.1
MILGP Guatemala	1	0.1
MILGP Honduras	1	0.1
Millennium Challenge Corp	5	0.6
Min of Defense, Israel	1	0.1
Minot AFB	2	0.2
Misawa AB	3	0.4
Montana ANG	1	0.1
Moody AFB	3	0.4
Mountain Home AFS	2	0.2
NASA Stennis Space Center	1	0.1
NASA Wallops Flight Facility	1	0.1
National Defense University	2	0.2
National Ground Intelligence Center	1	0.1
National Park Service	2	0.2
Natl Geospatial Agency	3	0.4
Navy	30	3.6
Nellis AFB	1	0.1
NETCOM	1	0.1
Niagara Falls ARB	1	0.1
NOAA	3	0.4
NSA	4	0.5
ODC Uruguay	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Offutt AFB	2	0.2
Osan AB	2	0.2
OSD	1	0.1
PACOM	1	0.1
Patch Barracks	1	0.1
Patrick AFB	1	0.1
Peterson AFB	6	0.7
Picatinny Arsenal	1	0.1
Pope AFB	2	0.2
Portland ANG	1	0.1
Presidio of Monterey (POM)	1	0.1
Qatar Armed Forces	1	0.1
Radford Army Ammunition Plant	1	0.1
Ramstein AB	2	0.2
Randolph AFB	12	1.4
Randolph AFB, AF Recruiting Service	2	0.2
Randolph AFB, AF Services Agency	1	0.1
Redstone Arsenal	9	1.1
Redstone Technical Test Center	1	0.1
Robins AFB	4	0.5
Savanna Army Depot	2	0.2
Schofield Barracks	2	0.2
Scott AFB	9	1.1
SDDC	1	0.1
Seneca Army Depot	1	0.1
Seymour Johnson AFB	3	0.4
Shaw AFB	4	0.5
Sheppard AFB	3	0.4
Sierra AD	1	0.1
SMDC	3	0.4
SOCENT, Qatar	1	0.1
SOCOM	4	0.5
SOCOM JDI	1	0.1
SOTF	1	0.1
Soto Cano AB	1	0.1
SOUTHCOM	3	0.4
State Department	4	0.5
Tinker AFB	1	0.1
Tobyhanna Army Depot	2	0.2
Tooele Army Depot	3	0.4
TRADOC, BRAC	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Tripler Army Medical Center	2	0.2
Twin Cities Army Ammunition Plant	1	0.1
Tyndall AFB	2	0.2
Umatilla Chemical Depot	1	0.1
United States Military Training Mission	1	0.1
US Army Soldier Systems Center	1	0.1
USAAWFC and Ft Rucker	1	0.1
USACE	20	2.4
USAF Academy	1	0.1
USAG -DTA	1	0.1
USAG AK	1	0.1
USAG AK & Ft Richardson	1	0.1
USAG Baumholder	1	0.1
USAG Benelux	2	0.2
USAG Grafenwoehr	1	0.1
USAG Heidelberg	1	0.1
USAG HESSEN	1	0.1
USAG HI	1	0.1
USAG Humphreys	3	0.4
USAG J,Torii Station	1	0.1
USAG Red Cloud	1	0.1
USAG Stuttgart	2	0.2
USAG Yongsan	1	0.1
USAREC	17	2.0
USAREUR	4	0.5
USARSO	3	0.4
USASOC	5	0.6
USDA Forest Service	1	0.1
USFK	1	0.1
USMA	2	0.2
VA Medical Center	1	0.1
Vance AFB	1	0.1
Vandenberg AFB	2	0.2
VICTORY BASE	1	0.1
WA State Parks and Recreation	1	0.1
Walter Reed Army Med Ctr	2	0.2
Washington HQ Service	1	0.1
Washington Military Department	1	0.1
White Sands Missile Range	2	0.2
Whiteman AFB	1	0.1
Wright Patterson AFB	6	0.7

<u>Organization</u>	<u>#</u>	<u>%</u>
Yokota AB	3	0.4
Total	836	100.0

APPENDIX C

Statistical Details

Table C-1: General Satisfaction Items – Details

<u>General Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	8	1.0	11	1.3	90	11.0	279	34.0	433	52.7	821	100.0
S2 Manages Effectively	14	1.7	28	3.4	87	10.6	291	35.6	397	48.6	817	100.0
S3 Treats You as a Team Member	11	1.3	14	1.7	57	6.9	198	24.0	546	66.1	826	100.0
S4 Resolves Your Concerns	18	2.2	18	2.2	79	9.5	251	30.2	464	55.9	830	100.0
S5 Timely Service	21	2.5	35	4.2	118	14.3	261	31.6	392	47.4	827	100.0
S6 Quality Product	13	1.6	9	1.1	82	10.1	275	33.7	436	53.5	815	100.0
S7 Reasonable Costs	22	2.8	39	4.9	157	19.7	293	36.8	285	35.8	796	100.0
S8 Displays Flexibility	13	1.6	20	2.4	79	9.6	243	29.4	471	57.0	826	100.0
S9 Keeps You Informed	16	1.9	28	3.4	87	10.5	239	28.9	457	55.3	827	100.0
S10 Your Future Choice	20	2.5	19	2.3	92	11.4	246	30.4	433	53.5	810	100.0
S11 Overall Satisfaction	9	1.1	24	2.9	87	10.5	282	34.0	428	51.6	830	100.0

Table C-2: Specific Services Items– Details

<u>Specific Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S12 Planning (Charettes, Master..)	3	0.6	13	2.5	56	10.7	196	37.4	256	48.9	524	100.0
S13 Investigations/Inspections	4	1.1	6	1.7	43	12.1	135	38.0	167	47.0	355	100.0
S14 Environmental Studies	5	1.4	3	0.9	41	11.8	110	31.7	188	54.2	347	100.0
S15 Environmental Compliance	5	1.5	8	2.5	28	8.7	98	30.3	184	57.0	323	100.0
S16 BRAC	5	2.2	5	2.2	19	8.3	81	35.4	119	52.0	229	100.0
S17 Real Estate	10	3.0	14	4.2	48	14.3	107	31.8	157	46.7	336	100.0
S18 Project Management	8	1.2	20	3.0	75	11.3	227	34.3	331	50.1	661	100.0
S19 On-Site Project Mgmt	5	0.9	18	3.3	74	13.5	177	32.2	275	50.1	549	100.0
S20 Project Documents (1391s, 1354s..)	5	1.0	10	2.0	82	16.5	182	36.5	219	44.0	498	100.0
S21 Funds Management	10	1.7	18	3.0	91	15.1	204	33.9	278	46.3	601	100.0
S22 Cost Estimating	15	2.3	32	5.0	123	19.2	239	37.3	231	36.1	640	100.0
S23 Change Mgmt (Mods etc)	11	1.8	18	3.0	99	16.4	204	33.8	271	44.9	603	100.0
S24 Contracting Services	7	1.1	20	3.1	84	13.0	235	36.5	298	46.3	644	100.0
S25 AE Services	8	1.6	9	1.8	66	13.1	213	42.2	209	41.4	505	100.0
S26 Engineering Design	6	1.2	18	3.5	77	14.9	214	41.4	202	39.1	517	100.0
S27 Construction Quality	4	0.8	9	1.8	57	11.3	211	41.7	225	44.5	506	100.0
S28 Timely Construction	15	2.9	27	5.2	87	16.7	188	36.2	203	39.0	520	100.0
S29 Construction Turnover	3	0.7	10	2.2	68	14.9	188	41.2	187	41.0	456	100.0
S30 Warranty Support	9	2.2	8	1.9	76	18.2	156	37.4	168	40.3	417	100.0
S31 End-user Satisfaction	4	0.8	4	0.8	52	10.2	210	41.3	238	46.9	508	100.0
S32 Maintainability of Construction	4	0.9	5	1.1	57	12.5	208	45.6	182	39.9	456	100.0
S33 Value of S & R	2	0.3	16	2.7	74	12.4	207	34.7	297	49.8	596	100.0
S34 Value of S & A	4	0.7	10	1.8	67	12.3	190	34.9	273	50.2	544	100.0

Table C-3: Mean Satisfaction Scores by Customer Group FY07

<u>Item</u>	<u>Air Force</u>		<u>Army</u>		<u>Other</u>		<u>Total</u>	
	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>
S1 Seeks Your Requirements	4.34	229	4.38	381	4.36	211	4.36	821
S2 Manages Effectively	4.29	229	4.27	380	4.21	208	4.26	817
S3 Treats You as Team Member	4.48	231	4.53	386	4.53	209	4.52	826
S4 Resolves Your Concerns	4.36	231	4.37	386	4.32	213	4.36	830
S5 Timely Service	4.15	231	4.21	383	4.13	213	4.17	827
S6 Quality Product	4.33	231	4.38	373	4.36	211	4.36	815
S7 Reasonable Cost	4.03	224	3.95	363	3.98	209	3.98	796
S8 Displays Flexibility	4.33	230	4.39	383	4.41	213	4.38	826
S9 Keeps You Informed	4.29	230	4.37	385	4.27	212	4.32	827
S10 Your Future Choice	4.25	230	4.33	372	4.31	208	4.30	810
S11 Overall Satisfaction	4.30	231	4.35	387	4.29	212	4.32	830
S12 Planning (Charettes, Master ...)	4.34	141	4.40	242	4.15	141	4.31	524
S13 Investigations/Inspections (Non-Env)	4.32	94	4.35	164	4.12	97	4.28	355
S14 Environmental Studies	4.35	84	4.41	182	4.28	81	4.36	347
S15 Environmental Compliance	4.43	86	4.40	168	4.29	69	4.39	323
S17 Real Estate	4.08	80	4.23	183	4.04	73	4.15	336
S18 Project Management	4.27	177	4.32	303	4.27	181	4.29	661
S19 On-site Project Mgmt	4.26	153	4.31	249	4.23	147	4.27	549
S20 Project Documents (1354, 1391...)	4.21	142	4.26	238	4.08	118	4.20	498
S21 Funds Management	4.22	167	4.28	267	4.06	167	4.20	601
S22 Cost Estimating	3.94	183	4.03	286	4.01	171	4.00	640
S23 Change Mgmt (Mods etc)	4.08	174	4.26	273	4.12	156	4.17	603
S24 Contracting Services	4.18	173	4.33	293	4.13	178	4.24	644
S25 A/E Services	4.11	139	4.25	231	4.21	135	4.20	505
S26 Engineering Design Quality	4.16	147	4.13	234	4.13	136	4.14	517
S27 Construction Quality	4.29	148	4.26	221	4.27	137	4.27	506
S28 Timely Construction	4.09	149	4.10	229	3.86	142	4.03	520
S29 Construction Turnover	4.24	135	4.24	202	4.08	119	4.20	456
S30 Warranty Support	4.12	129	4.14	186	4.07	102	4.12	417
S32 Maintainability	4.23	134	4.21	206	4.24	116	4.23	456
S33 Value of S&R	4.30	166	4.36	271	4.24	159	4.31	596
S34 Value of S&A	4.32	167	4.32	238	4.31	139	4.32	544

Items in **bold** are statistically significant at $\alpha = .05$.

Table C-4: Mean Satisfaction Scores by Work Category FY07

<u>Item</u>	<u>Construction</u>		<u>Environmental</u>		<u>Other</u>		<u>Total</u>	
	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>
S1 Seeks Your Requirements	4.34	441	4.44	135	4.36	245	4.36	821
S2 Manages Effectively	4.19	441	4.47	135	4.27	241	4.26	817
S3 Treats You as Team Member	4.50	443	4.62	137	4.50	246	4.52	826
S4 Resolves Your Concerns	4.27	444	4.55	138	4.40	248	4.36	830
S5 Timely Service	4.08	442	4.40	137	4.20	248	4.17	827
S6 Quality Product	4.29	435	4.55	134	4.39	246	4.36	815
S7 Reasonable Cost	3.86	432	4.34	136	4.00	228	3.98	796
S8 Displays Flexibility	4.31	443	4.60	137	4.38	246	4.38	826
S9 Keeps You Informed	4.29	442	4.44	137	4.31	248	4.32	827
S10 Your Future Choice	4.24	438	4.45	137	4.34	235	4.30	810
S11 Overall Satisfaction	4.25	444	4.49	138	4.36	248	4.32	830
S18 Project Management	4.23	401	4.48	107	4.31	153	4.29	661
S20 Project Documents (1354, 1391...)	4.19	331	4.43	54	4.13	113	4.20	498
S21 Funds Management	4.18	365	4.40	102	4.10	134	4.20	601
S22 Cost Estimating	3.91	393	4.36	99	3.98	148	4.00	640
S23 Change Mgmt (Mods etc)	4.06	387	4.41	94	4.34	122	4.17	603
S24 Contracting Services	4.19	375	4.36	114	4.27	155	4.24	644
S25 A/E Services	4.12	348	4.41	58	4.34	99	4.20	505

Items in **bold** are statistically significant at $\alpha = .05$.

Table C-5: FY98-07 Responses by Division & Survey Year

	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>Total</u>
Division	32	7	4	13	8	11	21	23	62	0	181
AED	0	0	0	0	0	0	0	0	5	7	12
GRD	0	0	0	0	0	0	0	0	12	5	17
HQ	81	53	14	5	3	11	2	1	0	0	170
LRD	25	57	25	19	34	47	46	33	39	26	351
MVD	0	5	0	0	0	4	0	0	0	17	26
NAD	161	154	119	74	112	103	115	137	168	151	1294
NWD	108	124	150	162	110	105	91	120	101	170	1241
POD	98	109	84	90	60	96	99	101	91	99	927
POF	0	0	0	0	0	0	13	0	0	0	13
SAD	78	95	75	90	108	92	111	151	191	183	1174
SPD	58	69	72	14	57	23	47	71	42	79	532
SWD	54	72	48	50	79	71	81	58	66	61	640
SWF	0	0	0	0	0	1	0	0	0	0	1
TAC	0	0	0	0	0	0	0	0	0	38	38
Total	695	745	591	517	571	564	626	695	777	836	6617

Note: TAC is actually designated a 'center' but is included for completeness.

Table C-6: FY98-07 Responses by District & Survey Year

	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>Total</u>
District	81	53	14	5	3	11	2	1	0	0	170
AED	0	0	0	0	0	0	0	0	5	7	12
GRD	0	0	0	0	0	0	0	0	11	5	16
LRE	0	0	0	0	0	0	1	0	0	0	1
LRH	0	0	0	0	0	0	0	0	1	0	1
LRL	25	57	25	19	34	44	45	32	38	26	345
LRN	0	0	0	0	0	0	0	1	0	0	1
LRP	0	0	0	0	0	3	0	0	0	0	3
MVN	0	0	0	0	0	2	0	0	0	0	2
MVP	0	4	0	0	0	0	0	0	0	5	9
MVR	0	1	0	0	0	1	0	0	0	8	10
MVS	0	0	0	0	0	1	0	0	0	4	5
NAB	52	30	20	32	43	29	32	29	29	48	344
NAE	0	0	1	6	14	9	7	2	5	3	47
NAN	13	15	20	15	6	8	18	9	23	17	144
NAO	34	38	37	18	12	18	29	27	39	34	286
NAP	9	1	1	0	0	0	0	8	22	16	57
NAU	53	70	40	3	37	39	28	62	50	33	415
NWK	4	14	6	10	6	10	7	15	7	15	94
NWO	23	26	67	68	63	52	43	61	61	83	547
NWS	81	84	77	84	41	43	42	44	33	72	601
POA	32	18	9	32	19	48	59	43	37	30	327
POF	13	32	12	18	14	14	13	12	19	23	170
POH	20	27	36	16	6	11	15	21	13	18	183
POJ	33	32	27	24	21	23	25	25	22	28	260
SAJ	0	0	0	0	0	1	1	1	0	2	5
SAM	37	47	47	50	78	65	90	96	124	106	740
SAS	41	48	28	40	30	26	20	53	64	74	424
SAW	0	0	0	0	0	0	0	1	4	1	6
SPA	15	17	14	3	8	6	7	18	18	24	130
SPK	22	34	32	3	41	9	30	36	9	33	249
SPL	21	18	26	8	8	7	10	17	13	22	150
SPN	0	0	0	0	0	1	0	0	2	0	3
SWF	36	47	28	13	39	38	39	31	36	28	335
SWL	9	10	11	9	7	4	7	6	5	4	72
SWT	9	15	9	28	33	30	35	21	25	29	234
TAC	32	7	4	13	8	11	21	23	62	38	219
Total	695	745	591	517	571	564	626	695	777	836	6617

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